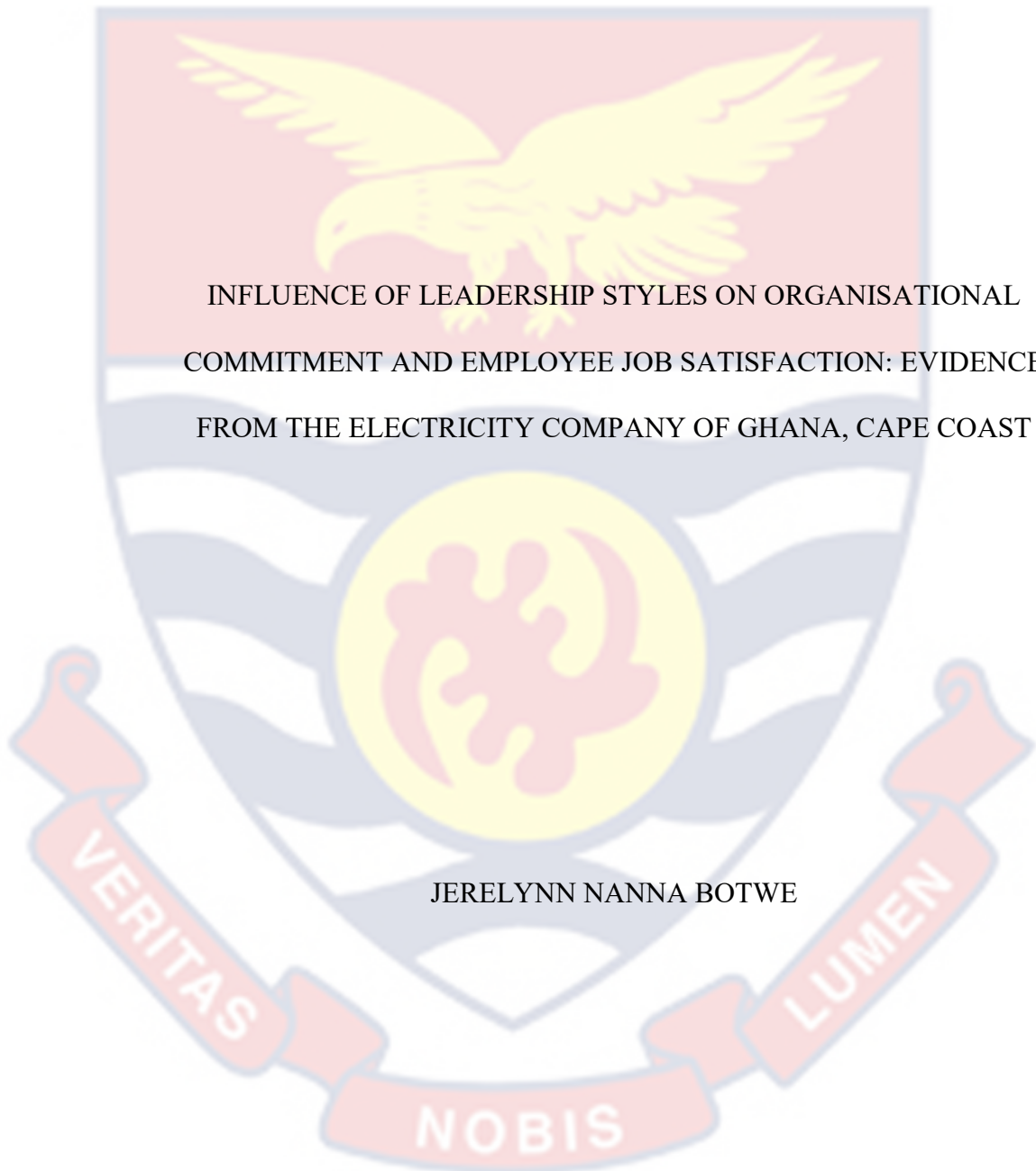UNIVERSITY OF CAPE COAST

INFLUENCE OF LEADERSHIP STYLES ON ORGANISATIONAL

COMMITMENT AND EMPLOYEE JOB SATISFACTION: EVIDENCE

FROM THE ELECTRICITY COMPANY OF GHANA, CAPE COAST

JERELYNN NANNA BOTWE

2024

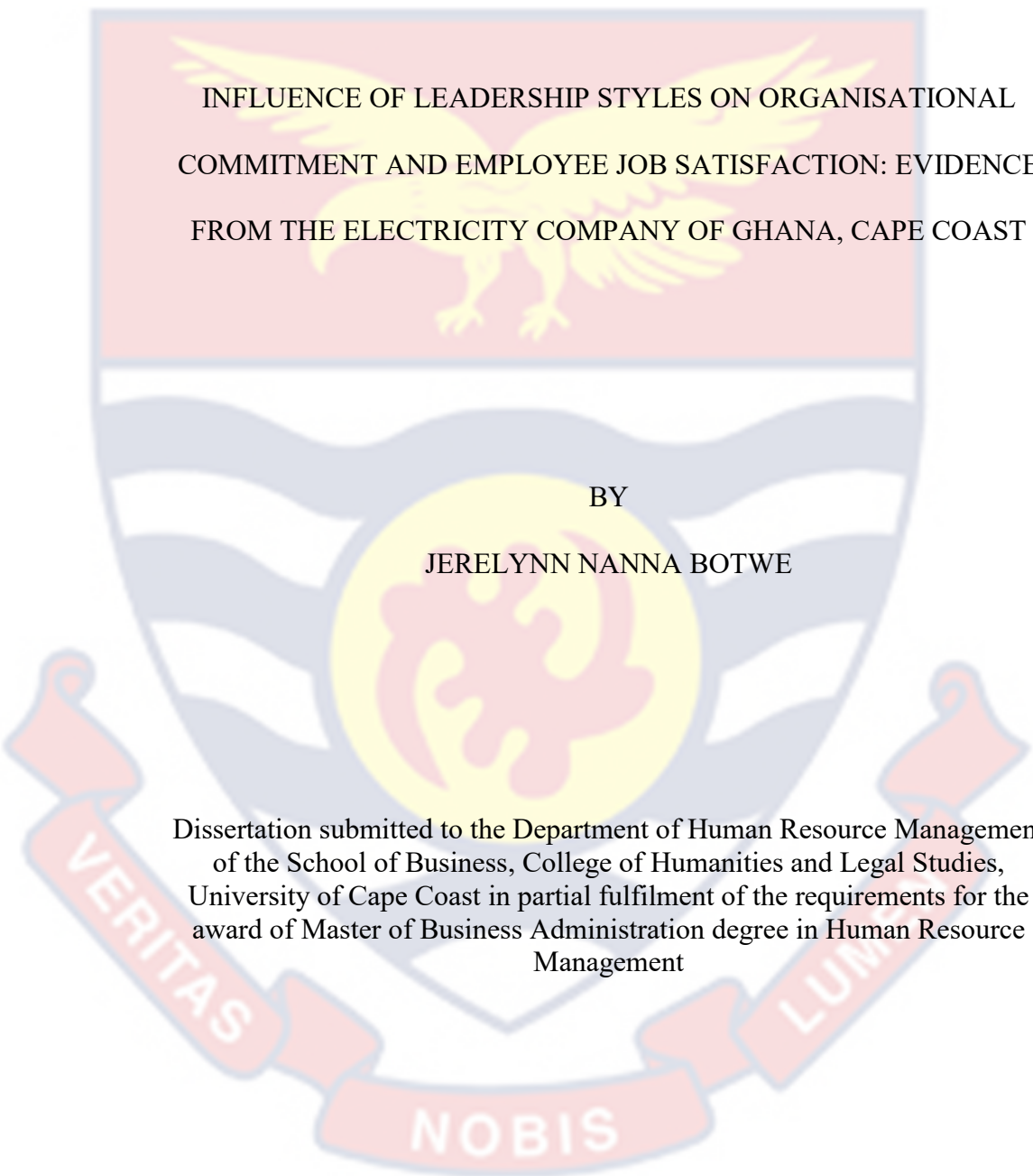UNIVERSITY OF CAPE COAST

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BY

JERELYNN NANNA BOTWE

Dissertation submitted to the Department of Human Resource Management
of the School of Business, College of Humanities and Legal Studies,
University of Cape Coast in partial fulfilment of the requirements for the
award of Master of Business Administration degree in Human Resource
Management

FEBURARY 2024

DECLARATION

Candidate's Declaration

I hereby attest that the work presented in this dissertation is entirely my own and has not been submitted before in whole or in part for credit towards any other degree at this or any other institution.
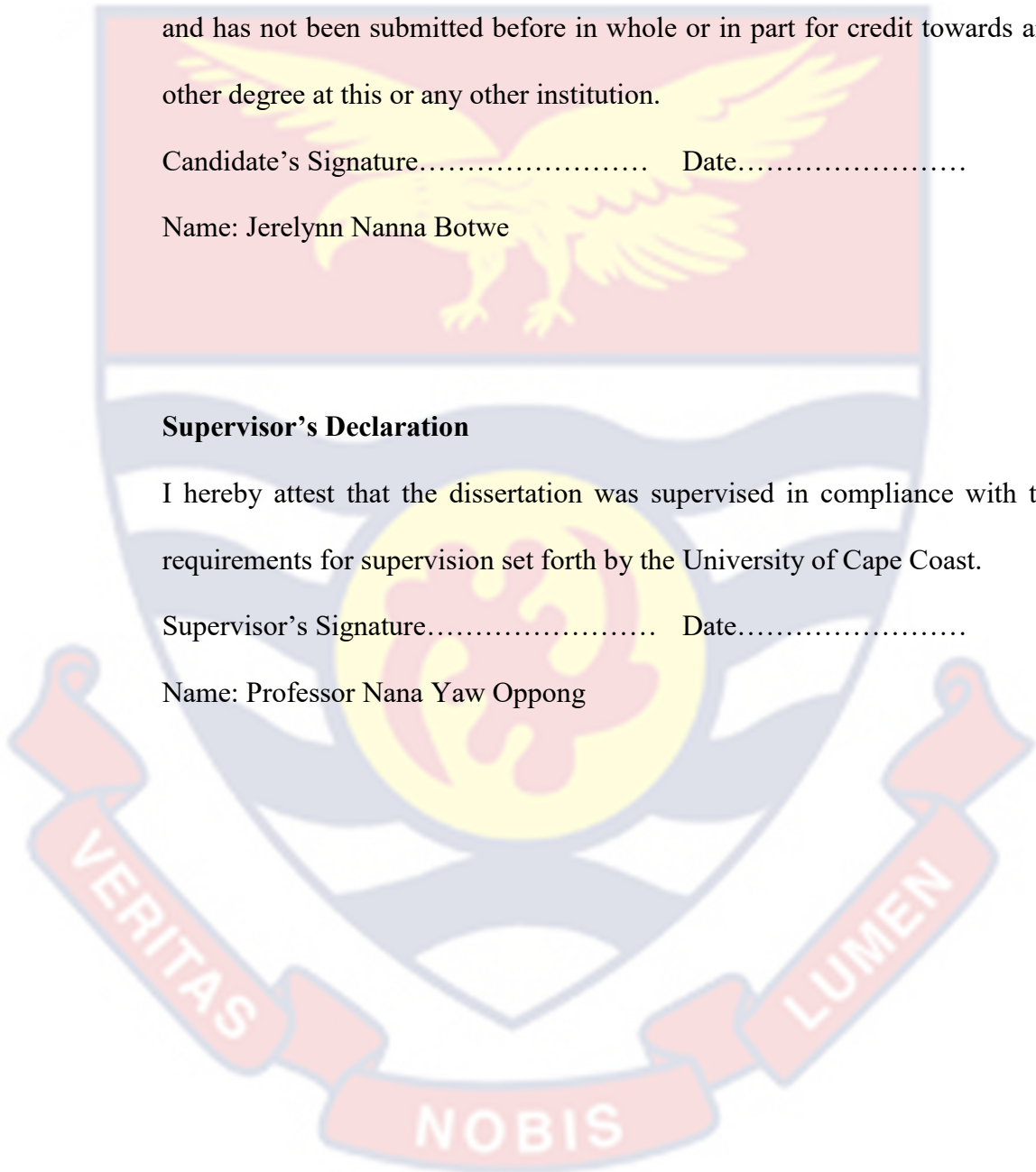
Candidate's Signature…………………   Date……………………

Name: Jerelynn Nanna Botwe

Supervisor's Declaration

I hereby attest that the dissertation was supervised in compliance with the requirements for supervision set forth by the University of Cape Coast.

Supervisor's Signature…………………   Date……………………

Name: Professor Nana Yaw Oppong

ABSTRACT

Organisational success or failure is often directly correlated with the quality of its leadership. This study examined the influence of leadership styles on organisational commitment and employee job satisfaction: focusing on the Electricity Company of Ghana (ECG), Cape Coast. The two types of leadership styles that were highlighted in this study were transformational and transactional leaderships. The research used the positivism paradigm, quantitative approach and descriptive research design. A total of 105 data was acquired through self-administered questionnaires. The data were analysed with the aid of descriptive statistical tools (mean, standard deviation, minimum value, and maximum value) and Partial Least Squares (PLS) from Structural Equation Modeling (SEM), version 4. The leadership styles (transformational and transactional) used at ECG were found to favorably influence organisational commitment and employee job satisfaction. More importantly, it was concluded that the leadership styles (transformational and transactional) executed by the organisation represented a significant positive predictor of higher employee commitment and job satisfaction. Therefore, it was recommended that the leaders of the organisation should make sure effective leadership styles (transformational and transactional) are adopted in diverse situations if they are hoping to achieve good performance.

ACKNOWLEDGEMENTS

First of all, I would like to express my appreciation to my supervisor, Professor Nana Yaw Oppong, UCC, for all of his support, encouragement, and direction in getting this work to where it is currently. I appreciate his thoughtful feedback on every aspect of this dissertation.

Also, I appreciate the support of the administration at the Electricity Company of Ghana, Cape Coast for conducting the research for this paper. For their time and effort in filling out the questionnaires, I am also grateful.

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Finally, I would like to thank my family and all the people unnamed whose contributions to this dissertation cannot be overstated.
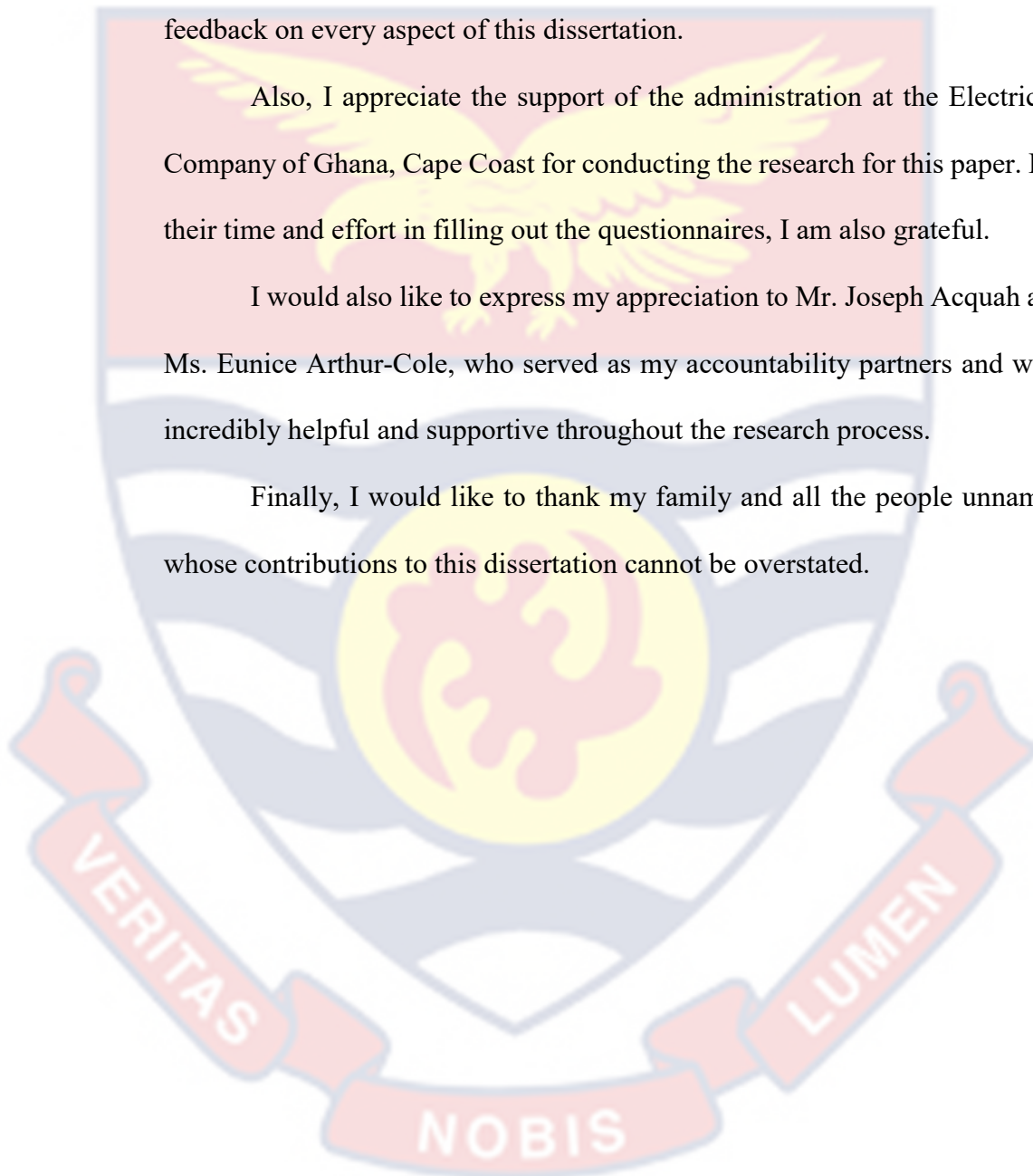
DEDICATION

To my family.

v

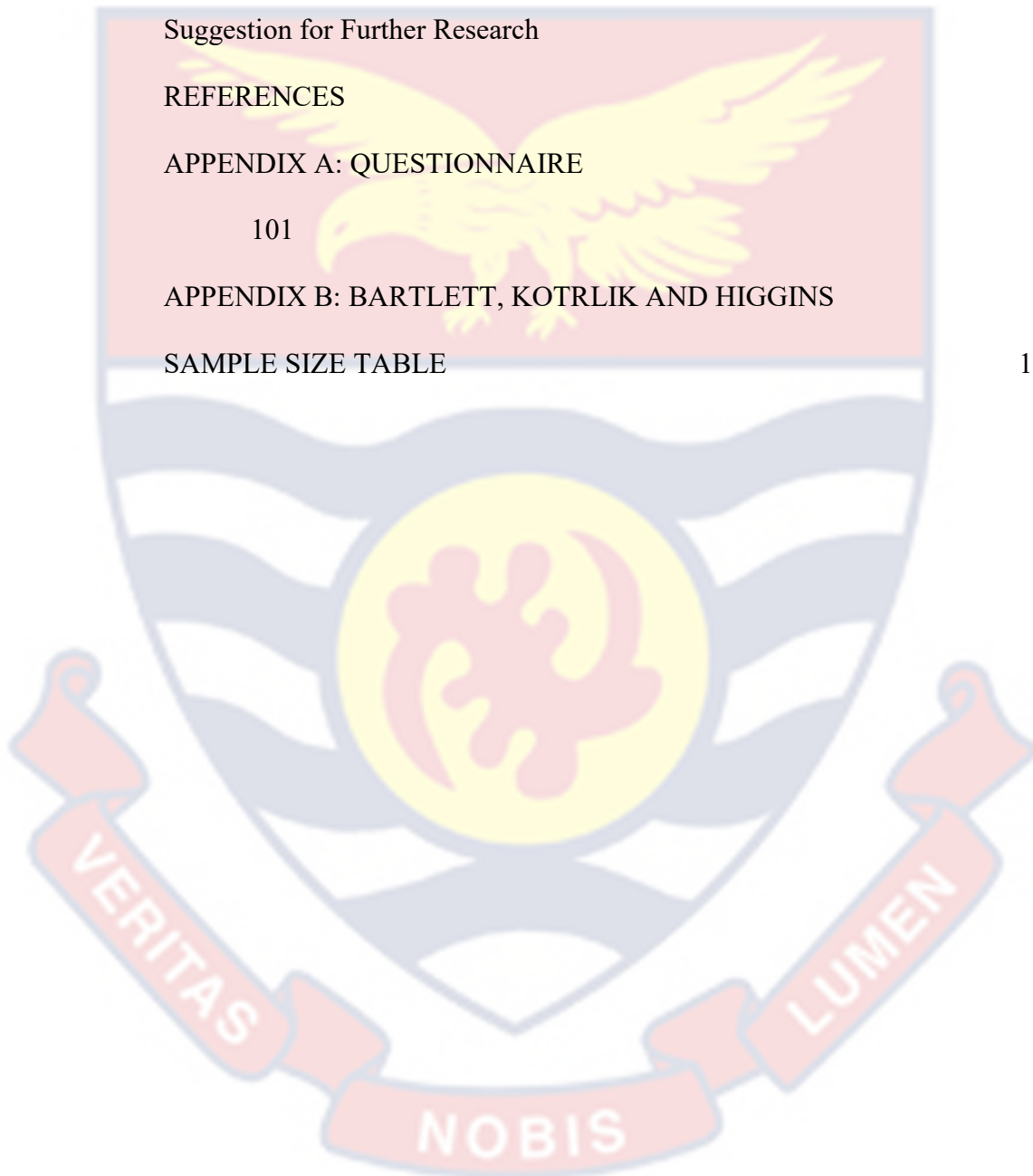**TABLE OF CONTENT**

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LIST OF ACRONYMS

ECG   Electricity Company of Ghana

PLS   Partial Least Squares

CHAPTER ONE

INTRODUCTION

Introduction

It is impossible to exaggerate the critical impact that leadership plays in shaping employees' commitment and level of job satisfaction in the context of organisational dynamics. This chapter lays the groundwork for a detailed examination of the ways in which employees' commitment levels and job satisfaction at the Electricity Company of Ghana, Cape Coast, are influenced by the leadership styles in place.

Background to the Study

Given its technical complexity and societal importance, the organisation requires effective leadership to surmount challenges and empower staff members. An in-depth lens through which to comprehend and understand the complex relationships at play is provided by two important theories which have been chosen for the study: the Path-Goal Theory and the Social Identity Theory of Leadership. The Social Identity Theory proposes that leaders help employees establish a common identity by modeling behaviors that encourage a sense of commitment to the organisation's purpose and a sense of belonging (Lord et al., 2017). This premise proves more relevant in the particular setting of the ECG since tasks in the organisation are interrelated and collaborative.

Likewise, the Path-Goal Theory explores the ways leaders can improve employee commitment and satisfaction by outlining clear routes to accomplish organisation goals and providing the required resources (Sujana, 2020). With the ECG facing a variety of multifaceted issues, from public expectations to technical complexities, the Path-Goal Theory offers a conceptual framework

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for understanding how leadership may strategically direct staff members toward common objectives.

The study examined leadership styles in more details using the perspectives of transformational and transactional leadership. Transformational leaders cultivate a dedication that extends beyond individual duties to match with the organisation's larger mission, inspiring and motivating staff members to surpass their expectations (Busari, 2020). Conversely, transactional leaders emphasize well-structured interactions and unambiguous expectations in order to foster commitment and job satisfaction (Purwanto, 2020). According to Hansen & Pihl-Thingvad (2019), they do this by recognizing excellent performance and dealing with any deviance from predetermined standards. It is essential to recognise how transformational leadership affects organisational commitment and job satisfaction in the context of the ECG, where efficiency and reliability are critical to providing the community with energy services.

Employee commitment can be deeply ingrained by transformational leaders thanks to their inspiring and visionary leadership style (Chen et al., 2012). According to Chen et al., (2012) again, transformational leaders may cultivate a staff that is enthusiastic about contributing to the ECG's wider mission in addition to organisational goals by developing a shared vision and supporting personal growth. On the other hand, Kužnin & Walker (2017), opines that transactional leaders can ensure employees match their efforts with organisational goals by setting clear expectations and rewarding performance.

The research aims to offer practical insights that can guide leadership practices at the Electricity Company of Ghana, Cape Coast, and contribute to

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the larger conversation on effective leadership in the context of the electricity industry by integrating the theories of Social Identity and Path-Goal with practical implications of Transformational and Transactional Leadership.

Statement of the Problem

Leadership extends beyond its literal definition. It's a delicate area that decides whether or not a service-based business can survive. The underlying conundrum driving this research was how organisational commitment and employee satisfaction are affected by a leader's style. Managers and top management across every organisation must act strategically and responsibly. Therefore, it is essential for any organisation to fully grasp the relevancy of leadership styles, organisational commitment, and employee satisfaction. Low levels of employee satisfaction and commitment can be traced back to bad leadership techniques (Abdulla et al., 2011; Igbeneghu & Popoola, 2011; Vijayashree & Jagdischchandra, 2011).

Public sector workers in Ghana frequently communicate a great deal of dissatisfaction about poor human relations, lack of human resource development, poor working conditions, and poor remuneration (Asare-Bediako, 2012). This predicament is not uncommon at the Electricity Company of Ghana, Cape Coast. This is because the work atmosphere in the contemporary era has grown increasingly complex, and organisations can barely guarantee employees a stable employment life. These factors render the problem of employee organisational commitment and their satisfaction even more necessary.

Also, according to Donkor & Zhou (2020), there appears to be a lack of ardour and dissatisfaction among public sector workers in Ghana. High

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power distance, masculinity, and risk aversion characterize the leadership style of Ghana's public sector, as interpreted by Donkor & Zhou (2020). Hence, managers or top management must be cognizant of the advantages of different leadership styles and their capabilities, in addition to the connection between employee organisational commitment and job satisfaction.

Botha (2011) observes that there is a noteworthy correlation between employee satisfaction and the various leadership styles. Notwithstanding the significance and complexity of these concerns, little research has been done to determine if leadership styles at the Electricity Company of Ghana, Cape Coast, influence employee satisfaction and organisational commitment.

The Electricity Company of Ghana's performance may be attributable to employees' different levels of productivity. Previous research has primarily linked poor leadership to low output (Akyereko, 2021). Recurrent labour strikes and agitations by numerous public sector workers in Ghana and other areas of the world, of which ECG is no exception, may be attributed to employee dissatisfaction and lack of commitment to their positions in the public sector. In the wake of recent reports and allegations of a leadership impasse at the Electricity Company of Ghana (ECG), information gathered from a cross-section of employees in the Central Regional Office of the organisation revealed that there was lack of satisfaction.

According to Botha (2011), numerous organisations have neglected the problem of leadership styles, which has negatively impacted multiple organisations. Hence, leadership styles that aren't a good fit can sometimes have unintended consequences. Therefore, this study, by focusing on the Electricity Company of Ghana, aims to fill this knowledge gap by examining

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the relationships between leadership style, organisational commitment, and employee job satisfaction.

Purpose of the Study

The purpose of the study was to examine the influence of leadership styles on organisational commitment and employee job satisfaction at the Electricity of Ghana in Cape Coast.

Research Objectives

In order to accomplish the purpose of this study, the following specific objectives were established as follows:

1. To ascertain the determinants of organisational commitment among the employees of the Electricity Company of Ghana (ECG), Cape Coast,

2. To assess the level of job satisfaction among the employees of the Electricity Company of Ghana (ECG), Cape Coast,

3. To assess the extent to which leadership styles influence employee organisational commitment at the Electricity Company of Ghana (ECG), Cape Coast,

4. To assess the extent to which leadership styles influence an employee's job satisfaction at the Electricity Company of Ghana (ECG), Cape Coast,

Research Questions

The following are some of the research questions for this research.

1. What is the effect of leadership styles on employee organisational commitment?

2. What is the effect of leadership styles on employee job satisfaction?

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3. What is the effect of organisational commitment on employee job satisfaction?

4. What is the relationship between employee job satisfaction and employee organisational commitment?

Significance of the Study

The significance of this work is multifaceted. The usefulness of this lies in the fact that it may be used to identify the optimum leadership style for a given situation or employee. The Electricity Company of Ghana (ECG), Cape Coast, was chosen for similar reasons: to identify the leadership style(s) that will most effectively increase organisational commitment and job satisfaction among current employees.

Management is better equipped to prudently develop measures that address the particular possibilities and difficulties faced by the organisation when they have a thorough understanding of how leadership styles affect employee outcomes. This has the potential to enhance employee job satisfaction, organisational commitment, and performance overall.

Researchers with an interest in organisational behaviour, leadership studies, or human resource management will also find the study to be a useful resource. It provides a useful case study that enhances academia by offering insights into how leadership theories are used in a given industry and cultural setting. By providing empirical data on the synergies between leadership styles, organisational commitment, and job satisfaction, this research once more adds to the body of knowledge already in existence. For academics and researchers looking to deepen their knowledge of leadership dynamics in various organisational contexts, this work is essential.

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Through highlighting the significance of leadership styles in influencing organisational commitment and job satisfaction, this research helps to improve work environments, workplace practices not only at ECG but also at other organisations and industries and has a positive effect on employees' welfare.

Delimitations

Location-wise, the researcher focused mostly on the Central Region, specifically Cape Coast, the region's capital. Employees of the Cape Coast branch of the Electricity Company of Ghana were the only respondents to this survey. Three variables were selected to examine in this research: styles of leadership, commitment to the organisation, and job satisfaction among employees.

Limitations

One major drawback of this investigation is that it only used quantitative research methods to investigate the problem at hand. In retrospect, a hybrid strategy, integrating qualitative and quantitative research methodologies, would have been useful in gathering a more comprehensive set of data through activities like conducting focus groups or interviews, leading to a deeper understanding of the problems at hand. It would have been beneficial to use a qualitative research approach, but doing so would have been time-consuming.

The transformational and transactional leadership styles are the only types of leadership that were the focus of the study. Not enough attention is paid to other leadership styles such laissez-faire, servant, participative, and/or industry-specific leadership which can restrict how thorough the analysis is.

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The study was completed over a defined time frame, and it does not delve into the probable shifts in leadership styles, organisational commitment, and employee job satisfaction over a prolonged timeframe at the study area. Long-term patterns or variances are outside the purview of this study.

Finally, because respondents were severely confined by the questions and the Likert type scale, the closed-ended questionnaire also reduced the amount of information required.

Definition of Terms

Leadership Styles

It is a term that refers to the diverse ways in which a leader can direct, influence, and encourage followers to accomplish predetermined organisational objectives (Akyereko, 2021).

organisational Commitment

According to Robbins (2006), organisational commitment takes place when an individual recognizes a certain group as having goals and wishes to continue being a member of the group. Luthans (2002) defines it as 1. a strong dedication to being a group member; 2. readiness to put in a great deal of effort as the organisational aspiration; and 3. a level of receptiveness to embracing the organisation's goals and objectives.

Job Satisfaction

Job satisfaction is defined as a pleasant emotion about one's employment as a result of evaluating its attributes (Robbins & Judge, 2019). The term "satisfaction" refers to the fulfilment of needs or goals.

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Organisation of the Study

There are five chapters in the study. There is an introduction, the study's background, and a statement of the problem are all included in Chapter One along with the study's purpose, objectives, and a list of research questions. The significance of the study, the delimitations and limitations, the definition of terms that have been used in the research, and the dissertation's structure are also included. The theoretical framework/conceptual base of the study, which underlies leadership styles, organisational commitment, and job satisfaction, is covered in Chapter 2, which is the literature review. Exploring key ideas and significant, connected theories that underlie the study's variables is where the main emphasis is. there will be criticism of the literature and a summary of the salient findings from the literature review is also included.

Chapter 3 details the study's research methodology. It begins by discussing the research design, including the various research paradigms and design options used. The location of the study where the research was conducted, the population (the target population), clarification of the methodology utilized for the sampling process, and the sampling procedures applied. It also discusses the data collection techniques and the research tools utilized to get the data. Additionally, it requires processing and analyzing data and then concluding the chapter with a summary.

The study's findings and analysis are presented in Chapter 4 along with its discussion. The research questions posed primarily contribute to the findings and discussions. The chapter concludes with a summary of the major findings after the results are evaluated and their ramifications are considered. The summary, findings, and suggestions are the main focus of

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Chapter 5. It provides a thorough overview of the entire research. Based on the important findings that have been found, recommendations are given. The recommendations offered for future research or other potential solutions that might be employed to study the issue come last. The bibliography and appendices are located at the end.

Chapter Summary

This section establishes the primary role of leadership in defining organisational goals, strategies, and internal coordination. The problem statement defines the research's key concern: understanding how leadership styles influence organisational commitment and employee satisfaction. To help direct the investigation, the research objectives are also described. The research's significance is also examined, emphasising the advantages it may have for managers, organisations, and the general field of leadership style research.

The delimitations of the study are stated with an emphasis on the geographic extent. Among other limitations, the use of only quantitative research methodology was noted, indicating a potential disadvantage in fully comprehending the research problem. In order to give readers a shared understanding, important terminologies are clarified. The research's organisation is described, along with the contents of each chapter.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter analyses work carried out by other researchers that were thought to be pertinent to this research. It presents the entire study's theoretical, conceptual, and empirical foundations. The study's main focus was on the influence of leadership style on organisational commitment and employee job satisfaction among the employees of the Electricity Company of Ghana (ECG), Cape Coast branch. The Path-Goal theory and the Social Identity Theory of Leadership were all examined in the theoretical review.

The transactional leadership style, and the transformational leadership style, were examined for the aims of the research. The chapter also discusses the connections between various leadership theories, including transformational leadership and transactional leadership, transformational leadership and organisational commitment, and transactional leadership and employee job satisfaction. The conceptual framework follows, and the chapter concludes with a summary.

Theoretical Framework

In the majority of cases, leadership styles are created to be used directly with workers or employees to enhance or increase output. These leadership styles have been backed by a broad range of ideas. Two separate but complimentary concepts that can offer substantial insights into how leadership styles affect organisational commitment and employee job satisfaction are the Path-Goal Theory and the Social Identity Theory of leadership.

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While Social Identity Theory can help create an inclusive workplace culture and cultivate a good organisational identity, Path-Goal Theory can assist leaders in giving employees clear direction and guidance while adjusting their leadership style to the situation. By utilising these theoretical frameworks within the setting of ECG, a thorough comprehension of the ways in which leadership styles impact organisational commitment and worker job satisfaction within a particular cultural and industrial environment may be obtained.

Therefore, the research will concentrate on Robert House's Path-Goal Theory and Michael A. Hogg's Social Identity Theory of leadership.

Social Identity Theory of Leadership

This study focuses on the Social Identity Theory of Leadership because it has a substantial influence on leadership. It originated in the study of social psychology. For the Social Identity Theory (Ashforth & Mael, 1989; Tajfel & Turner, 1979), one's sense of self can come from both one's unique qualities as an individual (one's identity; a sense of "I") and one's membership in a social group (one's social identity; a sense of "we").

The Social Identity Theory of Leadership expands on the idea that leader and follower identity formation is intertwined (Hogg, M. A., 2016). This theory's central tenet, that a leader should have more influence the more followers perceive him or her to be an iconic member of the common social identity has guided more than two decades of research (Steffens et al., 2021).

Research has highlighted the importance of studying leadership from the standpoint of leader behaviour, leader personality traits, and leader demographic features (DeRue et al., 2011; Lord et al., 2017). The Social

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Identity Theory of Leadership emerged as a novel perspective that places the group identity shared by the leader and the followers at the centre of the leadership process (van Knippenberg & Hogg,2003; van Knippenberg & Lee,2023).

The Social Identity Theory of Leadership (Hogg, 2001; Hogg & van Knippenberg, 2003) is applied to this study to claim that employees have notions regarding Leadership styles, and these notions can have a major impact on their organisational commitment (Meyer & Allen, 1997). It is viewed (Hogg, 2001; Hogg & van Knippenberg, 2003) that employees want a positive "self-image" and "self-esteem" and express self-categorizations regarding their group memberships known as the "we" and describe themselves as individuals known as the "I". According to research which was undertaken by Haque et al. (2020), employees' attraction (as followers) to their managers (as leaders) and organisation is essential to promote their motivation of belongingness and sense of engagement to the organisation.

Path-Goal Theory

It is believed that a leader's actions have an effect on their subordinates, and this is why the path-goal theory of leadership was developed. Evans (1970) developed the path-goal theory, and was revised by (House, 1971; House & Mitcell, 1974). It was developed to determine a leader's preferred method of inspiring their followers to take action. The theory of path-goal leadership is one of many that analyze managerial inclination and practice. The idea that 'effective leaders clarify the pathway to help their subordinates achieve their goals and create more obvious pathways by reducing barriers and traps' is where the term "path-goal" originates, as stated by Sujana (2020) (p. 2).

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House (1971) states that the path-goal theory offers two central premises. At the onset, 'one of the strategic functions of the leader is to enhance the psychological states of subordinates that result in motivation to perform or in job satisfaction' (House, 1971, p. 3). In other words, as understood by Azizah et al. (2020), leaders can increase their subordinates' intrinsic motivation by taking the necessary steps to clarify goals, and paths, and enhance satisfaction through extrinsic rewards. The second of House's claims is that the motivational function can be achieved through situationally appropriate leader behaviour.

According to the path-goal theory, there are four primary styles of leadership: (i) directive, (ii) supportive, (iii) participative, and (iv) achievement-oriented (House & Mitchell, 1974; Indvik, 1985), and competent leader is aware of when to employ each style. The leader's preferred method of leadership should be based on the specifics of the task at hand and the demands of the subordinates. It has been proposed by House & Mitchell (1974) that a leader may display a variety of leadership styles at various times and places. Leaders attempt to shape their employees' viewpoints and pave the way toward success by employing a variety of leadership behaviours.

Based on performance guidelines and established procedures, the directive leader sets clear goals and provides detailed instructions for achieving them (House & Mitchell, 1974). Therefore, the directive style may be seen as assertive, controlling, descriptive, and planned by dictating what ought to be done and how it needs to be done (Azizah et al., 2020). Sujana (2020) argues that this form of leadership is most effective when the workers are unsure about their work and the environment is fraught with uncertainty.

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A leader who is supportive acts responsively creates a pleasant environment, and rewards subordinates verbally for their efforts (Graen et al., 1973; House & Dessler, 1974; House & Mitchell, 1974). Leaders who are supportive treat employees with dignity, avoid favouritism and genuinely care about their employees (House, 1971). Supportive leaders "learn by observing outcomes and how others react to their decisions," (Reardon et al. 1998). When subordinates lack assurance in their abilities and determination to get the task accomplished, the supportive style is the best approach (Negron, 2008). As such, the supportive leader is extremely concerned with the well-being and achievement of their employees. According to a recent study, a more supportive leadership style influenced employee commitment in the United States but had little effect on employees in Singapore (Hwang et al. 2015).

Conversely, the participative leader promotes employee input in decision-making. The participative leader adopts consultative behaviours, such as asking for employee input before making a decision, but ultimately makes all the calls themselves (House & Mitchell, 1974). The role of the participative leader is to delegate authority to subordinates and include them in crucial stages of the decision-making process, such as brainstorming, making choices, and carrying them out (Negron, 2008). If your subordinates have top-notch skills and are invested in their work, this is a great method.

The achievement-oriented leader places high expectations on their staff, seeks out ways to improve performance consistently, and has a great deal of faith in their team's ability to take on responsibility, work hard, and achieve their objectives (House & Mitchell, 1974). An achievement-oriented leader works to raise performance levels, sets expectations, and monitors employees

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to make sure they're met. According to Negron (2008), the achievement-oriented style works well with ambiguous tasks and employees who could use a morale boost to feel more confident in their ability to complete the assignment.

It is important to note that there are two hypotheses upon which the Path-Goal theory rests; however, only the first hypothesis will be used in this research. The first hypothesis is that it is possible to accept and achieve employee job satisfaction when subordinates consider the behaviour of leaders as a source of satisfaction in their present job. Only when followers perceive that the leader's actions will provide them with immediate satisfaction or help them achieve future job satisfaction will they accept the leader's behaviour.

Additionally, Path-goal theory highlights leadership methods that adapt to the demands of followers and the circumstances. Leaders, according to the Path-Goal Theory, should modify their approach to best suit their followers and the circumstances (Negron, 2008).

The Path-Goal theory (Evans, 1970; House, 1971; House & Mitcell, 1974) is implemented in this research as it tends to suggest that employees are more satisfied with their jobs and more committed to their organisations when their leaders' coach, guide, and direct them toward their goals and provide assistance in overcoming roadblocks on the way to those goals.

Conceptual Review

In this section, we reviewed the existing literature on the three variables that informed our research. there is literature on leadership styles, including the differences between transactional and transformational leadership, as well as the connection between the two.

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Concept of Leadership Styles

One of the most crucial elements of the organisational setting is still leadership, which has been defined in a variety of ways by academics. According to Hayward (2015), leadership is the process by which an individual persuades others to carry out a task and steers the organisation in a manner that strengthens its coherence and cohesiveness. He goes on to say that leaders use their principles, ethics, traits, expertise, and abilities as well as their opinions and ideals to carry out this process.

According to Obasan & Hassan (2014), a leader's abilities entail listening and monitoring, by employing their knowledge as a springboard to promote communication at all decision-making levels, setting up procedures and disclosure in the procedure for making decisions, and clearly articulating their own beliefs and visions without imposing them on subordinates. Along with that, Asare-Bediako (2012) clarifies that a leader's style refers to how they give instructions, carry out plans, and inspire others.

As a result, Kotter, (2013) proposed that in order for leaders to effectively manage change, they must concentrate on their followers and their values rather than just the bottom line, take calculated risks, and keep an eye on the long term and the bigger picture. Therefore, rather of merely employing people and their potential to achieve organisational goals, leadership's core goal is to increase the performance of human behaviour and the ethical aspirations of both the leader and the management. Effective leadership has a significant impact on employees' actions, attitudes, and work output. Therefore, empowerment, rather than control, is the primary goal of leadership,

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according to Cherry, (2016), in terms of the performance development of employees.

Burns (2003) reframed organisational leadership as the dynamic between a group of leaders and the people they inspire to achieve their shared goals. Thereby, he significantly advanced the fields of two types of leadership styles which are transformational and transactional leadership. Transactional leadership is predicated mainly on reinforcement and exchanges which is in contrast with transformational leadership as it is built on inspiring and motivating followers.

There is a multitude of recognized styles of leadership in the world today, including Participative (democratic) leadership, Servant (follower-centred) leadership, Delegative (laissez-faire) leadership, and Authoritative (top-down) leadership amongst others, yet a leader may embrace any type of leadership style, depending on the different situations in an organisation (Hasija, Hyde, & Kushwaha, 2019).

Transactional Leadership Style

Transactional leadership is one of several approaches to managing an organisation. The trading relationship between a leader and follower to satisfy their own interests is what Doll (2010) defines as transactional leadership. Therefore, actions and mindsets that highlight the calibre of communication between leaders and followers are indicative of transactional leadership. Transactional leaders establish clear expectations for each individual, work towards a shared definition of fairness, and only offer incentives when the conditions are met. Notwithstanding being the most popular style of leadership,

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transactional leadership cannot ensure inspired subordinates and, consequently, sustained success for the organisation (Ejere & Abasilim (2012).

According to Bass (1995) with the transactional leadership theory, workers put in extra effort when they know their place in the organisational hierarchy, respond well to incentives and constructive criticism and need to be closely monitored. According to Kužnin & Walker (2017), the transactional leadership style is a sanction-and-reward leadership paradigm in which the leader has two different relationships with the need and the resulting compensation for meeting the need. This theory argues that transactional leaders are more inclined to give out perks, prizes, job entitlement, penalties, or corrective actions to employees based on how well those employees carry out their duties (Alrowwad & Abualoush, 2020).

Leaders who operate primarily on the transactional model typically provide their teams with a set of well-defined goals and a strategic plan for how to achieve them. According to Hansen & Pihl-Thingvad (2019), the transactional leadership style is most effective when clear objectives for the job are established. According to Bass (1995), a transformational leader has characteristics such as self-direction, self-reinforcement, and self-actualization. A transactional leader has inherent characteristics like motivation, persuasion, mental and intellectual stimulation, and creativity. Purwanto (2020) argues that transactional leaders place a higher premium on output than output quality. This includes how to handle pushback and make sound decisions. Consequently, as stated by Azizaha (2020), transactional leaders are fixated on what they can do for the organisation to help it achieve its goals and objectives rather than on the needs and growth of its employees.

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To function as a successful transactional leader, Hansen & Pihl-Thingvad (2019) state that a leader needs to focus on their subordinates' ability to carry out their duties and obligations while also keeping tabs on their behaviour to determine whether or not to provide positive reinforcement. Overall, monitoring makes it easier to track progress, correct mistakes, and take corrective measures. Results from the vast majority of this research imply that transactional leadership has a positive effect on the productivity of subordinates in the workplace (Raja & Palanichamy, 2011).

Transformational Leadership Style

Burns (1978) and Bass (1985) provide the theoretical foundation for what is now known as transformational leadership. The followers of transformative leaders are intellectually stimulated, as stated by Bass (1985), leading to new interpretations of leadership. According to Somboonpakom & Kantabutra (2014), a transformational leadership style is a process that involves efforts to alter employees' attitudes and beliefs about the organisation's vision and objectives. When leaders succeed, it's because they've increased their followers' knowledge, given them a voice in corporate policy, and shown them how they can contribute to the company's success (Purwanto et al., 2020).

Communicating the organisation's commitments to employees is found to be effective in shaping their visions and behaviours (Chen et al., 2012). An example of transformational leadership is inspiring one's team to rise to the organisation's most demanding expectations. Leaders who transform organisations typically encourage their teams to come up with creative solutions to major issues (Bass & Avolio, 1994; Behery, 2008; Burns, 1978).

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The term transformational leadership has been used to describe a leader's actions, personality, authority, and environment that have a positive effect on subordinates' output and satisfaction in the workplace (Behery, 2008).

To achieve collective goals, transformational leaders encourage, develop, educate, and empower their followers to go above and beyond what is expected of them. This is according to research by Purwanto et al. (2020). True leadership is exemplified by transformational leaders who steer their organisations toward unattainable targets (Busari, 2020).

Furthermore, the transformational leader works to broaden his followers' horizons and win them over to the group's objective (Armstrong, 2014). In addition, he searches for fresh opportunities and weighs the likelihood of taking chances, yet he opposes the status quo (Ahmadi, 2012). The leader attempts to actively participate in the environment rather than merely responding to changes in it. By tackling and changing their followers' values and self-esteem, transformational leaders inspire others to go beyond what they believe could be accomplished (Barling, Salter & Kelloway, 2012).

According to their argument, transformational leaders inspire their followers to embrace and share their ideals, which gives them an innate drive to work towards the shared objectives. Moreover, they motivate them to transcend their self-serving pursuits. According to Asare-Bediako (2012), transformational leaders prioritise accomplishment, self-actualization, and the larger good over personal interests and security. As a result, followers are willing to put in more work to accomplish their goals. To achieve higher-order goals, the transformational process entails altering the wants and values of the followers.

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Concept of Organisational Commitment

According to Suki & Suki (2011), an employee's commitment to the organisation determines their resolve to remain stable within the organisation. Employee organisational commitment is valued for its proven ability to elevate productivity and ultimately help an organisation succeed. Employee commitment to the organisation is, therefore, the single most important factor in a company's success or failure.

Castro & Martin (2010) identified three distinct types of employee commitment to their organisations. One can be committed in three ways: normative commitment, affective commitment, or continuation commitment. According to Andoh (2021), "Normative Commitment" comes about when an employee regards their duties to the organisation as a moral obligation. In addition, there have been Normative Commitment correlations. Avolio, Zhu, Koh, & Bhatia (2004) observed that three latent traits—value commitment, effort commitment, and retention commitment—were linked to normative commitment. According to Avolio et al. (2004), Normative Commitment is the only type of commitment that helps an organisation be flexible and adaptable to new circumstances.

Affective Commitment (Castro & Martin, 2010) explains how an employee feels about their job and the organisation they work for. Put another way, it is centred around the positive associations and memories that a person or an employee form while working for the organisation. Therefore, individuals who are more effectively committed will make greater contributions to the organisation.

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According to Castro & Martin (2010), the term continuance commitment expresses an employee's intent to remain with their current employer. There are two facets to the resolve to continue working. They are a dearth of alternative employment opportunities and a perceived investment loss as a result of quitting. Employees' time, money, and effort are a variety of investments that accrue during their employment (Khan et al., 2021). For that reason, employees with a high level of commitment to the organisation consider their assets there before opting to part ways.

Jenkins & Paul Thomlinson (1992) assert that rewarding employees for their commitment to the organisation is of the utmost importance in ensuring the long-term viability and even expansion of the organisation. This is because commitment to an organisation has been demonstrated to be an excellent predictor of employee retention (Blau & Boal, 1987). Employees who are committed to their organisation are more likely to exhibit commitment and good performance, whereas those who aren't are more likely to express opposing behaviours (Jenkins & Paul Thomlinson, 1992).

Should employees begin to quit in large numbers, it will slow down output since the organisation has to allocate time, money, and resources to recruiting, employing, and training new people. Meyer & Allen (1991) reveal that to boost performance and productivity, organisations must learn how commitment develops and find strategies to foster the desired commitment among their employees.

Concept of Job Satisfaction

Robbins & Judge (2019) define job satisfaction as a positive feeling about a job derived from an evaluation of its characteristics. It is presumed that

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an employee's level of job satisfaction is determined by a combination of factors including but not limited to the individual, the work itself, the organisation that employs them, and, most importantly, the amount of compensation they receive (Ostroff, 1992). Nevertheless, other research has shown that employee satisfaction is best predicted by satisfaction with the nature of the work itself, which includes job challenge, autonomy, diversity, and breadth or scope (Saari & Judge, 2004).

Locke (1976) provides the most widely cited definition of job satisfaction in the academic literature. According to Locke (1976), satisfaction with the job is a result of a favourable emotional response to one's evaluation of one's work or work experiences. As implied by this definition, job satisfaction is a reflection of employees' attitudes toward their jobs and is strongly related to factors such as the availability of difficult tasks, fair compensation, an encouraging workplace, and friendly coworkers (Ostroff, 1992).

Measures of organisational success in addressing the needs of subordinates are one kind of job satisfaction. Veithzal & Mulyadi (2011) include a person's evaluation of his work, how well his job satisfies his needs, how his evaluation of the job is measured for individual social relationships beyond the place of employment, and so on. Some examples of such factors are participation, regard, praise, gratitude, equitable compensation, motivation, and happiness in one's life (Veithzal & Mulyadi, 2011). The degree to which an individual enjoys their work varies widely. So, what drives one worker or makes them happy may not do the same for another, and vice versa with an incentive scheme.

Job satisfaction can be either based on the job itself (intrinsic) or on the benefits one receives from working for the organisation (extrinsic). Given that both intrinsic and extrinsic components are pertinent, research suggests that intrinsic factors have a stronger correlation with job satisfaction (Baroudi, Tamim, & Hojeij, 2022). Employees report higher levels of intrinsic job satisfaction when they can analyze the nature of their work and the tasks that make up their job (Al-Asadi et al., 2019). They are intrinsic to the work itself and serve as a source of motivation regardless of any external rewards or penalties. However, Al-Asadi et al., (2019) argue that extrinsic satisfaction with work is determined by circumstances beyond the worker's control. The individual's working conditions, such as pay and benefits, as well as evaluations of performance and opportunities for professional growth and advancement, can all contribute to this occurrence.

Bektaş (2017) argues that should one devote too much concentration to just one of these factors, one will become confronted with an unbalanced picture and be unlikely to be dissatisfied with the job. Job satisfaction can be gauged in several ways. Disgruntled workers are more likely to be apathetic towards their occupations, put tasks off till later, and show signs of stress like impatience and irritability (Goetz et al., 2012). In either case, a manager or leader may fulfil their part to boost worker morale by instituting some sort of awards program. The employee is notified that his contributions are valued and rewarded as part of the mechanism in place to do so. Typical incentives include pay increases, events at work, bonuses, team outings, perks, promotions, and more.

To provide workers with a sense of purpose and direction in their work, management should set both short-term and long-term objectives, instilling motivation, and building credibility between the organisation and its employees (Garca, Molina, & Marco, 2019). Furthermore, Baylor (2010) believes that tackling the underlying causes of job dissatisfaction is one of the most effective approaches to dealing with the problem. If an employee is showing signs of discontent on the job, employers or managers should inquire as to the cause. As an outcome of employing this strategy, organisations will be better prepared to identify the most effective course of action to take to address the issue at hand (Novitasari et al., 2020). Facilitating employees to retain positive relationships with their employers is merely one approach to boosting satisfaction with their jobs.

Relationship between Leadership Styles and Organisational Commitment

It has been comprehensively researched in organisational psychology and management how different leadership styles, such as the transformational and transactional leaderships relate to organisational commitment (Ebrahimi et al., 2016).

From the views of Hussain & Khayat (2021), leaders that empower and drive their followers to produce amazing results and personal progress are known as transformational leaders. This kind of work is frequently linked to strong organisational commitment. Therefore, transformational leaders as opined by Khan, Ali, Khan, & Jehan (2019) develop an agenda that is motivating and optimistic, nurture a feeling of shared identity, and motivate staff members to put aside their own interests. Employee commitment and

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emotional attachment to the organisation are subsequently strengthened as a result.

Transactional leadership entails a more dependent and transactional approach. Through the processes of rewards and punishments, Halim et al. (2021) suggests that transactional leadership may guarantee obedience, but it may not always inspire a deep emotional commitment. Although there may not be as strong of an emotional relationship, employees may feel compelled to perform their duties, they further discussed.

Additionally, the adaptability of leaders according to the principles of Path-Goal Theory and the Self Identity Theory of leadership contributes, as leaders who embrace a Path-Goal approach can modify their style of leadership in response to the needs of the task and the environment, as well as the traits of their followers (Cho et al., 2019). This versatility can enhance organisational commitment by enabling leaders to better match their actions to the requirements of their followers.

Whilst according to the Social Identity Theory, leaders who are able to build a distinctive organisational identity and cultivate a favourable dynamic group are associated with increased levels of organisational commitment (Haque, Fernando, & Caputi 2019). Employees therefore feel a sense of belonging to the organisation and perceive a connection between their own identities and the group's performance.

Relationship between Leadership Styles and Employee Job Satisfaction

There exists an intricate relationship, driven by multiple factors, between employee job satisfaction and the leadership styles transactional and transformational. Because transformational leaders foster a positive and

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encouraging work environment that prioritises each person's development and well-being, their teams frequently report enhanced levels of job satisfaction (Hussain & Khayat, 2021). Further, transactional leaders may use rewards to instill satisfaction, but this contentment is typically more task-oriented. Rather than encouraging a more profound sense of fulfilment, the relationship is reliant on the accomplishment of goals and the receiving of rewards (Kishen, Syah, & Anindita, 2020).

A firm understanding of how leadership styles affect work satisfaction can be obtained by integrating knowledge from the Path-Goal Theory and Social Identity Theory of leadership. According to Olowoselu et al., (2019), by matching their leadership behaviours to the interests and expectations of their followers, leaders who use the Path-Goal strategy increase job satisfaction. According to the theory, which stresses that leaders ought to alter their approach in response to the needs of the circumstance and the traits of their workforce, managers who assist and mentor their employees in reaching their objectives can make a substantial positive impact on job satisfaction ((Azizah et al., 2020).

On the other hand, the Social Identity Theory of leadership suggests that increased employee job satisfaction can be attributed to leaders who cultivate a positive organisational identity along with positive group perception (Scheepers & Ellemers, 2019). Therefore, as discussed by Haque et al. (2020), when followers feel a strong sense of identity with their workgroup or organisation, it improves their general sense of job fulfilment by allowing them to experience an encouraging and collaborative working atmosphere. It also

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favourably influences the way they view their job and their level of commitment to it.

Empirical Review

This literature review focuses on the relationships between leadership styles, organisational commitment, and employee job satisfaction.

Leadership Styles and Job Satisfaction

By evaluating how different leadership styles affect the psychological empowerment of frontline workers and, in turn, their job satisfaction, Mufti et al. (2020) have made a significant contribution to the current research on leadership style. To learn more about the work of NGOs in Pakistan, a questionnaire was distributed to groups in the country's two major cities, Islamabad and Peshawar. The Multifactor Leadership Questionnaire (MLQ) (Bass & Avolio, 1990) was used by Mufti et al. (2020). The level of job satisfaction was measured using the Job Descriptive Index (JDI) (Smith, 1969), and the employee's sense of psychological empowerment was evaluated using a tool adapted from the study (Spreitzer, 1995).

The study by Mufti et al. (2020) revealed that employees who are given more autonomy at work report higher levels of job satisfaction. The results indicated that employees are more content in their positions when their managers exhibit transformational leadership skills. This is because when employees believe they can make a difference in the company, they work harder to prove themselves worthy of that belief. Furthermore, the findings demonstrate a favourable and statistically significant connection between transactional leadership and employee satisfaction in the workplace. Given the

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context of the workplace, this may imply that leaders need to switch between transactional and transformational leadership (Mufti et al., 2020).

The intent of the study carried out by Rahmat et al. (2019) was to discern the relationship between leadership style and employee satisfaction, as well as the impact of leadership style on performance, employee satisfaction, and performance. Rahmat et al. (2019) executed their research in the Maros district regional government's office. Causal field research was conducted to provide quantitative explanations for the associations found between the various variables. Questionnaires administered to respondents directly were utilized as the primary method of data gathering.

Leadership style has a favourable and large influence on job satisfaction, as found by Rahmat et al. (2019). Moreover, a leader's approach to leading has a notable and beneficial impact on the results his or her team achieves. It was revealed that both leadership style and job satisfaction have positive and significant effects on performance. Derived from these findings, Rahmat et al. (2019) proposed the following: (i) the leader of an organisation is required to implement the appropriate leadership style to enhance job satisfaction and joint performance among the employees; (ii) the strategy for attaining job satisfaction should be implemented to ensure better performance; and (iii) the implementation of the accurate leadership style facilitates job satisfaction and is the right approach to accomplish better performance.

Through the prism of job satisfaction, Mwesigwa et al., (2020) investigated the connection between leadership styles and organisational commitment among academic staff at Ugandan Public Universities. The

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researchers utilized a quantitative, cross-sectional approach to examine data from five different Ugandan public universities.

Researchers Al-maaitah et al. (2021). investigated how different types of leadership affect employees' levels of satisfaction on the job in government agencies. The questionnaire was dispensed to Northern Border University staff members as part of this quantitative study. According to the research, the transformational leadership style has a beneficial effect on workers' satisfaction on the job. The transactional leadership style was likewise found to have little impact on employee satisfaction. Ultimately, it was deemed that public colleges could very well benefit more from employing transformative leaders.

Unsuitable management techniques are a concern in every public school since they lower morale and productivity on the job (Al-maaitah et al., 2021). This led to the recommendation that managers should learn to identify the best leadership style for a given situation, such as a public university, based on a variety of circumstances and relations. In their work, Al-maaitah et al. (2021) proved the need for training managers to identify and use effective leadership styles that boost employee morale and productivity.

Chandrasekara (2019) set out to study the impact of leadership style on employees' satisfaction and productivity in Sri Lanka's Apparel Manufacturing industry. Transformational leadership was assessed using the Multifactor Leadership Questionnaire (MLQ) created by Bass & Avolio, (1995), job performance was evaluated using the Borman & Motowidlo, (1993) scale, and job satisfaction was evaluated using the Porter & Lawler, (1968) scale, with the notion of fairness suggested by Organ (1988). Personal interviews were another option employed besides the use of the questionnaires.

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Chandrasekara (2019) research and analysis revealed a favourable and statistically significant link between transformational leadership and employee satisfaction and productivity. It depicts that when leaders exhibit more transformative abilities, their employees are enthusiastic about their work and produce better results. Leaders, according to Chandrasekara (2019), should cultivate transformational leadership traits to boost employee engagement and productivity. Chandrasekara (2019) opines that transformational leadership is more necessary to guarantee employee satisfaction and efficiency on the job.

Leadership Style and Organisational Commitment

Al-Yami et al. (2017) examined the connection between nurse managers' leadership styles and nurses' organisational commitment in Saudi Arabia since effective leadership is influential in staff retention but recruiting and maintaining nurses has become an increasing difficulty. The authors used the Organisational Commitment Questionnaire (OCQ) developed by Mowday, Steers, and Porter (1979), which included value commitment (9 items) and commitment to stay (6) items, as well as the Multifactor Leadership Questionnaire (MLQ) developed by Bass (1985), which was composed of three main dimensions: transformational leadership, transactional leadership, and passive/avoidant leadership. Two healthcare facilities were used for this study.

Al-Yami et al. (2017) found which types of leadership are most effective in Saudi Arabia's rapidly evolving healthcare sector. They found that transformational leaders might contribute to a positive shift in the nursing profession and usher in welcoming change. Further, they found that transformational leadership Style was the most appropriate mechanism used to gain employee commitment to the objective of the business. Both

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transformational and transactional leadership styles techniques were deemed to be more effective by these nurse supervisors and nursing personnel as they got older. Consequently, Al-Yami et al. (2017) proposed incorporating a comprehensive version of the Leadership model to support these nurses in managerial or leadership roles.

Pudjiono & Sihombing (2022) studied the BPPK Ministry of Finance's Education and Training Centers to determine how much of an impact the Leadership variable has on the degree to which employees feel committed to their organisation. Their investigation was a quantitative approach in nature. Non-echelon employees in the Pusdiklat scope of BPPK were surveyed utilizing a questionnaire approach, with statements requiring them to make a selection based on their leadership and organisational commitment traits. In response to open-ended questions, many participants stressed the importance of sustaining employees' commitment to the organisation as a means of propelling it toward its objectives and goals.

Pudjiono & Sihombing (2022) carried out research to investigate the effect of leadership on employee commitment, and they found that when leaders are more immersed in carrying out organisational strategy, employees are more committed to the company as a whole. Employees will be delighted to accomplish their tasks and won't want to quit. Moreover, leadership has a direct and substantial effect on employee commitment to the organisation, the study indicated. The more effective the management, the more dedicated the employees will be to the company as a whole, which in effect will lead to higher levels of professionalism in the workplace.

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From the perspective of the employee, a high level of employee commitment will be advantageous to the employee's career, and from the perspective of the organisation, it will be advantageous to the organisation owing to the stability that is contributed by employees who are devoted to the organisation.

According to Rao & Zaidi (2020), researchers assessed the effect of different leadership styles on Small and Medium-sized Enterprises (SMEs) to better understand the issues these businesses face. Their research illuminated the significance of an effective leadership style in the success of Small and Medium-sized Enterprises (SMEs). The study employed a quantitative research method using a survey. To gauge leadership qualities and levels of commitment, the authors employed a self-designed 10-item questionnaire assessed on a 5-point Likert scale.

According to Rao & Zaidi (2020), autocratic leadership styles are prevalent in the tourism industry, and these styles have a direct impact on employee disengagement. Most respondents admitted they recurrently considered leaving the organisation. The results also disclosed, however, that employees would stay provided their supervisors occasionally permitted them to voice their opinions. Moreover, it was discovered that employees' commitment and motivation to their work have been hampered by their limited participation. Any future research, as suggested by Rao & Zaidi (2020), will benefit from exploring further variables connected to commitment, such as the profile of commitment, work satisfaction, and performance among employees of tourism SMEs.

Donkor & Zhou (2020) investigated the role that organisational commitment played in the correlation between leadership style and performance in Ghanaian government agencies. Respondents filled out the Multifactor Leadership Questionnaires (MLQ) developed by Bass & Avolio (2004) and the Organisational Commitment Scale (OGS) developed by Meyer & Allen (1991) to assess their commitment to the organisation.

The research results of Donkor & Zhou (2020) indicate that public sector leaders could perhaps adopt strategies to nurture continuance commitment in organisational activities to improve employee performance, as this resource appears to be notably valuable in establishing the country's public services sector and is independent of leadership styles. Employees in the public sector of developing countries were identified as being more loyal to their employers under a laissez-faire management style than a transactional one (Donkor & Zhou, 2020).

Employees' and supervisors' viewpoints on the link between a transformational leadership style and employees' commitment to the organisation were studied by Ndlovu et al. (2018) in a South African higher education institution chosen for its proximity to rural areas. The purpose of the study was to aid in determining and identifying techniques to be used to strengthen employee commitment to achieve the requisite transformation in higher education institutions. After adopting a quantitative strategy, Ndlovu et al. (2018) used a survey research method.

Employee organisational commitment was measured using the Employee organisational Commitment Questionnaire (OCQ) developed by Allen & Meyer (1990) and the Multifactor Leadership Questionnaire (MLQ)

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originally developed by Bass & Avolio (1993) and modified by Avolio, Bass, & Jung (1995) to measure perceived transformational leadership style. According to research by Ndlovu et al. (2018), transformative leadership is associated with higher levels of affective commitment and a modest level of continuance commitment.

Conversely, it was unrelated to normative commitment. Employees' perceptions of their leaders' transformational qualities also accounted for the observed variation in their organisational commitment to the company. According to Ndlovu et al. (2018), the effects of a transformational leadership style on employee commitment cannot be generalized across organisations and in different settings.

organisational commitment in Ugandan public universities was found to be substantially correlated with both transformational and transactional leadership styles, as per the research by Mwesigwa et al. (2020). organisational commitment among academic staff is likely to rise when university administrators encourage, incentivize, acknowledge, and create a one-on-one relationship with academic staff. Correspondingly, findings suggest that seniority in the academic staff is favourably correlated with organisational commitment in public universities. This occurs because senior faculty members tend to become more invested in their work at the university as they age. So, older faculty members enjoy more job satisfaction and advancement opportunities, and this is seen as a good enough reason for them to stick around in academia.

Conceptual Framework

Leadership styles were examined to see how they affected employee commitment and satisfaction on the job at Electricity Company of Ghana Ltd, Central Region. Figure 1 depicts the study's proposed model, which was derived from the aforementioned literature review. The study's variables were analysed using this conceptual framework. In the view of Maxwell (2006), a conceptual framework conveys the necessary justifications to justify the entire research process.

Based on the reviewed literature, the study developed a framework indicating the relationship between the independent and dependent variables. This research narrowed down to two of the many possible leadership styles: transactional and transformational leadership styles. Below is a diagram depicting the relationship between Leadership Styles (independent variable) and Organisational Commitment and Job Satisfaction (both dependent variables).

INDEPENDENT VARIABLE   DEPENDENT

(LEADERSHIP STYLES)   VARIABLES
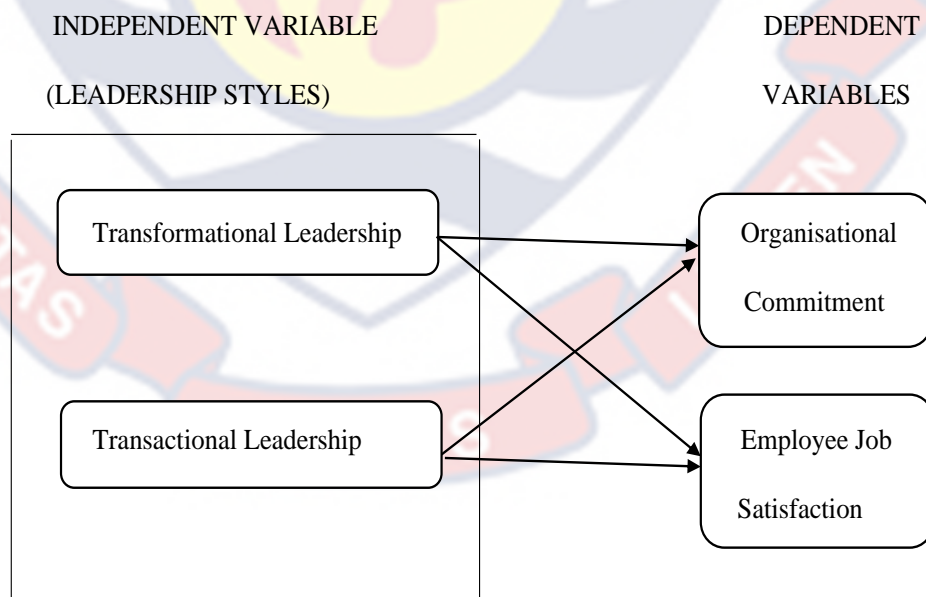
Figure 1: Conceptual Framework

Source: Author's construct, 2023

Chapter Summary

This chapter provided an extensive review of several key concepts in the field of leadership, including transactional and transformational leadership styles, organisational commitment, and employee job satisfaction, with a particular emphasis on the Social Identity Theory of Leadership, the Path-Goal Theory, and the relationship between these theories. Existing empirical research was gathered for this review to emphasize the empirical evidence for these notions. The conceptual framework also specifies how the independent variable relates to each dependent variable. The following chapters will use this information as a springboard for an examination of the practical implications within the organisation that was chosen.

CHAPTER THREE

RESEARCH METHODS

Introduction

The choice of a methodology that was suitable for the study was informed by deductions and lessons learned from the literature review portion, in particular the empirical review. This part discusses the research methodology used. This chapter provides a meaningful input and outline the research design, study area, population, sampling procedure, data collection instruments and procedures, data processing and analysis, and the chapter summary to achieve the research aim and objectives.

Research Approach

The literature from the past has revealed that no one method of investigation is superior to others (Benbasat, Goldstein, & Mead, 1987). There are essentially three methods that are used for data collection and analysis. Saunders, Lewis, and Thornhill (2016) specify that quantitative, qualitative, and mixed methods research are the three overarching approaches to the study of a topic. Comparatively, the qualitative method focuses on more minute facets of social reality whereas the quantitative method allows the researcher to explore connections between variables (Sekaran & Bougie, 2016).

Following Saunders et al. (2016), the qualitative and quantitative research approaches may alter depending on the type of data that is collected. In contrast to quantitative research, which employs numerical data, qualitative research employs nonnumerical data. It has been proposed that the mixed-method approach, the third one, is essentially a combination of the first two (Sekaran & Bougie, 2016; Saunders et al., 2016).

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As indicated by Neuman (2014), there is a distinction to be made between the two methods in how the data is collected and analysed. While questionnaires play a significant role in the data gathering for quantitative analysis, qualitative research relies on in-depth interviews for both data collection and analysis. Another point made by Saunders et al. (2016) is that whereas the results of a quantitative study may be extrapolated to the full population, this is not possible with qualitative studies.

This investigation is quantitative because the positivist perspective on reasoning is supported by all of the previously discussed literature. Thus, the study's goals and design necessitate it. Therefore, in keeping with the positivist approach, the quantitative research approach was used for this study. This study necessitated the collection of numerical data for quantitative analysis. The research also necessitated extrapolating the study's findings to the total population.

Since findings from testing of statistical hypotheses lead to general inferences about the characteristics of a population, Tashakkori & Teddlie (2010) argued that quantitative approaches are generally considered to be deductive. Quantitative research, according to Lincoln, Lynham, and Guba (2011), aims to provide hypotheses and ideas that can be tested and generalised to many contexts. In contrast to qualitative research, quantitative research is preferred for the reasons mentioned above.

Research Design

Research plans serve as a blueprint for how the information will be gathered and analyzed. According to Ary et al. (2010), a good study design will be able to produce the necessary data while fitting within the constraints

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imposed on the researcher. The research design's core purpose is to direct data collection, processing, and analysis toward elucidating the research topic (Myers, Well, & Lorch, 2013).

Given its unique qualities, the descriptive survey, which leads to a quantitative approach, was chosen as the research design for this study over alternative options. To begin, descriptive survey instruments are the most widely employed to collect data because of their portability and simplicity of use. Second, it might provide data that are necessary to address the study's aims and questions. Descriptive research, as elaborated upon by Saunders et al. (2007), involves a more in-depth description of actions than is possible through simple fact-gathering. This design was chosen because it was thought that it would best serve the study's goals and allow for relevant conclusions to be drawn. Descriptive survey designs facilitate researchers in data collection, data summarization, data presentation, and data interpretation (Punch, 2005).

Employees at the Cape Coast office of the Electricity Company of Ghana served as the study's primary unit of analysis, and the research's overarching goal was to learn more about Electricity Company of Ghana workers' opinions on leadership style, organisational commitment, and job satisfaction. In addition, the study objectives and questions played a role in informing the selection of the quantitative technique employing descriptive design, with one of the questions aiming to probe causal connections between the independent and dependent variables.

Study Unit

The Electricity Company of Ghana (ECG), is a government-owned limited liability company. Incorporated in February 1997, it is a legal entity

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thanks to the Companies Code, of 1963 (Act 179). One of the company's primary goals is to guarantee the public has access to safe and reliable power services that will help the economy expand and thrive. organisationally, the company has set as its top priorities the strengthening of its culture, the development of its employees, and the enhancement of the effectiveness of its operations. The Electricity Company of Ghana (ECG) operates within the sectors of secretarial services, administrative and clerical work, energy and utility provision, and trade and professional organisations.

The ECG's primary objective is to supply, transmit, and distribute electrical current. The firm is not present in all of Ghana's 16 administrative areas, notwithstanding that it is responsible for distributing energy in nine of them (Accra West, Accra East, Ashanti, Eastern, Central, Western, Tema, Volta, and Sub-Transmissions). The ECG also builds sub-transmission stations, as well as electrical appliances, fittings, and electrical installations, and dismantles them when no longer needed. Eventually, the government entrusts ECG with the execution and supervision of nationwide electrification schemes.

Cape Coast, in Ghana's Central region, is home to the office of the Electricity Company of Ghana Limited (ECG) that was used for this study. Thus, the Central Region of Ghana's ECG regional headquarters, Cape Coast, which is also one of the region's twenty Metropolitan Municipal and District Assemblies provides the research population. Because of its central location and because Cape Coast functions as the region's administrative seat and commercial hub, the study focused on the Central Regional Office.

There is a Regional General Manager in charge of the office, and he or she is assisted by six department heads. Customer service, operations, and engineering, materials, transportation, accounts, and human resources are all parts of the regional office. Each of ECG's Central Region's nine District Offices reports to the Central Regional Office. There are District Offices in Saltpond, Abura Dunkwa, Assin Fosu, Twifo Praso, Ajumako, Breman Asikuma, Winneba, Swedru, and Kasoa.

Population

According to Robson (2002), a population comprises all of the cases that are being scrutinized. All full-time Electricity Company of Ghana workers in the Cape Coast Metropolitan Assembly are included in the sample for this study. This includes people of all different ethnic, linguistic, and religious backgrounds. Employees of ECG, both male and female, make up the study's population. A combined total of one hundred and fifty (150) employees were used for the study.

Sample and Sampling Procedure

According to Saunders et al. (2007), a sample is a strategically selected portion of a larger population. Research samples must be statistically representative of their target populations before generalizations can be made about their results. A simple random sample method was used to select the respondents, guaranteeing that every individual in the population had an equal opportunity to take part in the study and nullifying the possibility of sampling bias (Alvi, 2016; Neuman, 2014).

According to Fuller (2009), researchers can select a representative sample of a population by using a probability sampling method called simple

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random sampling. A basic random sampling method is used to reduce the possibility of unequal participation because every member of the population has the same probability of being selected. The size of a sample shouldn't be either tiny or too large (Bodnar et al., 2013). Employees of the organisation under study served as the unit of analysis.

The study's population totaled one hundred and fifty (150) employees.Using the sample size determination table created by Bartlett, Kotrlik, and Higgins (2001), a confidence level of ninety five percent (95%), with a margin of error of five percent (5%) gives a sample size of one hundred and eight (108). Hence, one hundred and eight (108) employees were chosen as the total sample size to take part in the study. To collect the necessary data from the organisation's staff, one hundred and eight (108) self-administered questionnaires were given out.

Table 1: Response Rate Table

Statement	Number
Total population	150
Total sample size	108
-Male	72
-Female	33
-Questionnaires not retrieved	3
Total	108

Source: Author's Construct (2023)

Data Collection Procedures

When the goal of a study is to identify a connection between variables, a quantitative approach is often employed, as Neuman (2014) argued. This study applied a quantitative approach to determine the connection between the independent variable leadership styles and the dependent variables organisational commitment and employee job satisfaction. Employees at ECG's Central Region facility in Ghana were asked to participate in a survey as the sole data collection method. Structured questionnaires served as a way to obtain information for this investigation. Respondents were dissuaded from providing inaccurate information by the format of the survey.

Employees of the Electricity Company of Ghana Limited (ECG), Cape Coast branch, were handed copies of the questionnaire. So, it's feasible to assume that the researcher employed a direct approach strategy of data collection and distribution of questionnaire copies to achieve the highest possible response rate from the surveys. The questionnaire was written in English since that is the de facto official language of the country. Thankfully, the study's respondents were all educated enough to read, write, and understand the materials used to create the instrument. The information used in this study is the primary data acquired from the respondents.

The primary method of data collection was a questionnaire with a Likert 5-point scale where 1 = strongly disagree, 2 = disagree, 3 = unbiased, 4 = agree, and 5 = strongly agree. The questionnaire was considered valid for the study because it facilitated the rapid and easy collection of data from a sizable population. Again, it was inexpensive, simple to develop, and comprised uniform, consistent questions. Respondents' anonymity was ensured

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throughout the questionnaire process, making it much easier for them to open up and contribute useful information without worrying about repercussions (Gravetter & Forzano, 2006). However, Neuman (2014) claims that only literate persons are allowed to access the questionnaire and that respondents are not to be given the option to collect any more data.

The study's questionnaire assessed respondents' knowledge of leadership concepts. A review of the literature of works from (Meyer & Allen, 1997; Dwahan & Mulla, 2012, and Walumbwa et al., 2008) informed the development of this survey's questions. A "pilot study" is a smaller-scale study conducted before a larger-scale study to test research methodology, data gathering instruments, sample recruitment strategies, and other procedures. A vital part of a research endeavour is the pilot study, which is conducted to identify any potential defects in the research instruments and methodology before their usage in the larger study.

It additionally has the potential to assist the research team in settling between two competing study approaches, such as whether to use interviews instead of a self-administered questionnaire and becoming comfortable with the procedures in the protocol. Ary et al. (2010) found that for most studies including questionnaires, using only five percent (5%) of the total sample size was sufficient for pilot experiments. But for this study, the equivalent of five percent (5%) from the total of one hundred and eight (108) was deemed too small. Hence, twenty percent (20%) of the total sample size was used for the pilot study, to establish the clarity and application of the study tools and the viability of the research technique. There are four (4) different parts to the questionnaire.

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In Section A, the respondent's profile is split into a total of four (4) parts: their gender, age, their highest level of education/qualification and, their length of stay in the organisation. Respondents ought to only mark the appropriate options. A Likert 5-point scale was implemented throughout the survey, with 1 indicating Strongly Disagree, 2 Disagree, 3 Unbiased, 4 Agree, and 5 indicating Strongly Agree. For Section B, respondents were requested to provide information on the extent to which their supervisor's or manager's leadership style matters. It provided five (5) descriptive statements of leadership style.

Section C required information on how committed every employee is to the success of the organisation. Specifically, it had five (5) parts to it. Section D, the final section, is where the researcher collected information about the respondent's level of satisfaction at work. There are a total of six (6) questions contained within it.

Data Processing and Analysis

The research was able to quantitatively analyse the huge amounts of survey data and derive useful conclusions because of the quantitative approach. One hundred and five (105) out of the one hundred and eight (108) questionnaires sent out were returned for study. Completeness, accuracy, and consistency were all verified across all of the questionnaires that were retrieved. To accomplish this, the researcher went through each respondent's responses to every question. The data was mostly analysed using PLS-SEM (Partial Least Squares- Structural Equation Modelling). This was because it provided efficient methods for both managing and documenting data.

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Reliability and Validity

Reliability and validity of a study are two indispensable elements in warranting that a study is valid and scientific (Creswell, 2014). This was realized by carrying out a pre-test to test the validity of the instrument so as to verify the reliability of the results. An instrument is adjudged reliable if it generates similar results each time it is administered to the same respondents (Neuman, 2011). The author further discussed that validity is also allied to the respondents' ability to answer the questions asked in the instrument. A pilot study was undertaken to ensure the structure and questions provided clarity and relevance. Twenty percent (20%) of the total sample size was used for the pilot study, which equalled to twenty one point six (21.6). So, approximately twenty one (21) persons were taken advantage of for the pilot testing before the actual data collection began, to establish the clarity and application of the study tools and the viability of the research technique.

Ethical Considerations

If a study has an ethical problem, it will be discredited in light of how knowledge grows. According to Saunders, Lewis, & Thornhill (2007), ethics implies the guidelines or standards of conduct that govern moral choices about behaviour and relationships. Ethical considerations, decisions, and responsibilities for researchers are central to the field of research ethics (Nueman, 2016).

The management of the Electricity Company of Ghana Limited (ECG) in the Central Region of Ghana was approached via an introduction letter to request permission for this research. Thus, approval was sought and received by the managers of the workers involved. The researcher obtained an

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introductory letter from the Department of Human Resource Management in the School of Business at the University of Cape Coast (UCC) for introduction to the managers and superiors at the Electricity Company of Ghana Limited (ECG), Cape Coast.

Respondents were informed of the research's purpose and what was hoped to be gained from it. There was a cover letter included with the questionnaire that explained the purpose of the study and how respondent confidentiality would be ensured. This implies that employees were assured of privacy, made aware that taking part is voluntary, and allowed to stop at any time without repercussions. It also assured workers that their information would remain confidential.

Chapter Summary

This section provided a concise overview of the study's methodology, including its essential components. It provided the groundwork for appreciating the procedures followed and the methods employed throughout the study's data collection and analysis phases. At the outset of the chapter, the specific research design was outlined within the context of the overall research approach. The study unit was introduced, elucidating the study's focus and scope. Sample size, sampling method, and justification for the selection of the sample were all described, and the population was defined.

This chapter also laid out the foundation for the later presentation of study findings and their consequences by ensuring transparency in the research process and data collection and analysis. It detailed the methods used to gain participants' informed consent, the precautions put in place to ensure their privacy and confidentiality, and any potential conflicts of interest.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

This chapter constitutes a comprehensive analysis and discussion of the data obtained through the utilisation of structured questionnaires. The Bartlett, Kotrlik, and Higgins (2001) sample size table was utilized to choose a sample of one hundred and eight (108) participants, and one hundred and five (105) completed questionnaires were finally used to conduct the study. This section provides an overview of the participants' demographics. These characteristics comprise variables such as sex, age, highest level of educational attainment, and length of tenure within the organisation. Analytical approaches such as frequencies and percentages were employed to examine demographic features.

Subsequently, descriptive statistical measures such as the mean, standard deviation, minimum value, and maximum value were employed to tackle the first and second objectives. The first objective seeks to determine the factors influencing organisational commitment among employees of the Electricity Company of Ghana (ECG) in Cape Coast, and the second objective aims to assess the extent of job satisfaction among the employees of the Electricity Company of Ghana (ECG) in Cape Coast.

The study utilised Partial Least Squares (PLS) analysis within the framework of Structural Equation Modelling (SEM) to address objectives three which is to assess the extent to which leadership styles influence employee organisational commitment at the Electricity Company of Ghana (ECG), Cape Coast, and four, to assess the extent to which leadership styles influence an

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employee's job satisfaction at the Electricity Company of Ghana (ECG), Cape Coast.

Table 2 shows the repondents demographic characteristics which includes their gender, age brackets, highest educational qualification, and the number of years employed in the organisation.

Table 2: Demographic Characteristics of Respondents

Details	Freq	%
Sex:		
Male	72	68.6
Female	33	31.4
Total	105	100.0
Age (years):		
18 – 25	10	9.5
26 – 35	54	51.4
36 – 45	30	28.6
Above 45	11	10.5
Total	105	100.0
Highest educational qualification:		
Masters	20	19.1
Degree	50	47.6
Diploma	35	33.3
Total	105	100.0
Number of years worked:		
<3 years	19	18.1
3 to 5 years	56	53.3
6 to 10 years	30	28.6
Total	105	100.0

Source: Field survey, (2023)

On the subject of the gender distribution of respondents, the results indicated that males comprised 68.6% (n=72) while females comprised 31.4% (n=33), indicating that males were the predominant (Table 2). Furthermore,

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51.4% (n=54) of respondents were between 25 years to 36 years, indicating that most respondents were mature enough to offer informed contributions to the study since only 10 respondents (9.5%) fell under the "18-25" age range. On closer inspection, we see that 28.6%, or 30 respondents, are in the "36-45" age bracket, while 10.5%, or 11 respondents, are in the "45+" age range.

Based on the results, it turns out that nearly half of the respondents (n=50, or 47.6%) have earned at least a bachelor's degree, while 35 respondents (representing 33%) have earned a master's degree, and the remaining 20 (representing 19.1%) have earned a diploma. This signifies that most responders have the educational background to contribute meaningful data to the study.

Lastly, Table 2 displayed that a large proportion, that is, 56 respondents, or 53.3%, have worked with the organisation for three to five years, whereas the other 28.6% (n=30) have worked with the organisation for six to ten years, and 18.1% (n=19) have worked with the organisation for less than three years.

Thus, it indicates that a larger proportion of respondents have the extensive background knowledge necessary to contribute significantly to this study.

Objective One: Determinants of commitment among Electricity Company of Ghana (ECG) employees in Cape Coast.

The determinants were derived from the combination of the three (3) distinct types of organisational commitment: normative commitment, affective commitment, and continuance commitment (Castro & Martin, 2010). These determinants that were thought to influence employee commitment to

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their organisations were evaluated using a five-point Likert scale. These ratings are all-encompassing because they are based on how much respondents agreed with each statement in the "determinants of organisational commitment" section of the survey.

The descriptive statistics for each of the five determinants were analysed before any conclusions could be drawn about how to achieve this goal. These determinants include being given fair opportunities for promotions and career growth, taking any kind of job responsibility to keep working for the organisation, being delighted to spend the rest of their working life at the organisation, provision of various tangible and intangible benefits, and feeling valued in the organisation which contributes to commitment.

Table 3: Determinants of Employee Organisational Commitment

SN		Min.	Max.	Mean	SD
EC1	My organisation gives fair opportunities for promotions and career growth	1.00	5.00	4.042	0.853
EC2	I would take any kind of job responsibility to keep working for this organisation	1.00	5.00	4.031	0.756
EC3	I would be delighted to spend the rest of my working life at this organisation	1.00	5.00	3.979	0.854
EC4	My organisation provides me with various tangible and intangible benefits, which motivates me to stay loyal to the organisation	1.00	5.00	4.000	0.866
EC5	I feel that my value is greater in this organisation which makes me feel committed	1.00	5.00	3.938	0.852

Scale (Mean): Low = 1.00 – 2.90; High = 3.00 – 5.00

Table 3 displays that " My organisation gives fair opportunities for promotions and career growth" has an average value of (M=4.042, S.

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D=0.853). The average value of the determinant " I would take any kind of job responsibility to keep working for this organisation" is (M=4.031, SD=0.756). Successfully, "I would be delighted to spend the rest of my working life at this organisation" (M=3.979, S.D=0.854) is a significant determinant. With " My organisation provides me with various tangible and intangible benefits, which motivates me to stay loyal to the organisation " as a determinant, is (M=4.000, S.D=0.866). Last but not least, the mean score for the determinant "I feel that my value is greater in this organisation which makes me feel committed" is (M=3.938, S.D=0.852).

Table 3's findings reveal interesting trends, suggesting that employees generally have a positive outlook on factors including career opportunities, willingness to accept responsibilities, and motivation from benefits. Variability in these impressions, however, suggests that not all workers share the same opinions.

The average score for "provides fair opportunities for promotions and career growth" at ECG is 4.042, indicating that most workers are satisfied with their organisational commitment to their professional development. An average score for satisfaction with promotions and career progression chances coincides with the Path-Goal Theory principles. Employee perceptions of equitable advancement possibilities are a good indicator of how well the leadership is defining the career path and assisting in the accomplishment of those goals (Aboramadan et al., 2020).

Again, the average "willingness to take on any job responsibility to continue working for the organisation" (M= 4.031) among ECG employees is fairly high. This finding is consistent with Meyer & Allen (1991) theory of

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affective commitment. Feelings of loyalty and pride in one's employer are hallmarks of affective commitment. Affective commitment is higher among workers who are willing to take on more duties because they feel emotionally invested in the organisation (Purwanto et al., 2021).

Further, they also have a moderate level of interest in "spending the rest of my working life at the organisation," giving that possibility a mean score of 3.979. The concept of continuation commitment, which is linked to the costs of leaving an organisation, is relevant to this finding.

Although the employees may not be committed emotionally (affective commitment), Yukongdi & Shrestha (2020) argue that their modest excitement implies they appreciate the practical advantages or "costs" of continuing with the organisation. Hence, it is less likely for these employees to exit the organisation.

These employees, with a mean score of 4.000, "feel motivated to stay loyal to the organisation because of tangible and intangible benefits," according to the table. Employees may feel obligated to stay when they receive valuable rewards from their employers, therefore this finding is in line with the premise that organisational rewards and perks can contribute to normative commitment. This finding is in line with the findings of Haverila et al. (2022), who found that providing tangible and intangible rewards increased employee motivation, passion, enthusiasm, pride, and inspiration.

Last but not least, the "perceive that my value is greater in the organisation" determinant among ECG personnel contributes to their commitment, albeit only slightly with a mean score of 3.938. This finding is associated with affective commitment since employees who believe their

efforts are appreciated are more likely to feel emotionally invested in the success of the organisation. This fits up with the findings of the Social Identity Theory, which posits that people feel more a part of an organisation if they are treated as valuable contributors there.

Objective Two: Level of job satisfaction among the employees of the Electricity Company of Ghana (ECG) in Cape Coast

The level of satisfaction in one's job at ECG was measured using six (6) different indicators. Employees' satisfaction with their jobs varied depending on whether they were motivated primarily by the nature of the work itself (intrinsic factors) or by the rewards associated with working for the organisation (extrinsic variables) (Baroudi et al., 2022). Employees' perceptions of these factors that were thought to have an impact on their job satisfaction were measured on a five-point Likert scale.

The components comprise the benefit of deriving a sense of achievement from one's work, the chance to provide guidance to fellow colleagues, the level of satisfaction with the leadership approach adopted by superiors, satisfaction with the treatment received within the workplace, satisfaction with employee benefits, and satisfaction with the execution of organisational policies.

Table 4: Level of Employee Job Satisfaction

SN		Min.	Max.	Mean	SD
ES1	I get a sense of accomplishment from my work	1.00	5.00	3.865	0.964
ES2	In my current work, I have the opportunity to guide my colleagues	1.00	5.00	4.073	0.949
ES3	I am satisfied with the leadership style of the organisation's supervisor	1.00	5.00	4.031	0.822
ES4	I am satisfied with the treatment I receive from my work (e.g., monthly salary, bonus, etc.)	1.00	5.00	3.990	0.984
ES5	I am satisfied with the employee benefits provided by the organisation (e.g., reading benefits, education, etc.)	1.00	5.00	3.958	0.946
ES6	I am satisfied with the way the organisation implements its policies	1.00	5.00	3.990	0.918

Scale (Mean): Low = 1.00 – 2.90; High = 3.00 – 5.00

Table 4 displays (M=3.865, S.D.=0.964) "I get a sense of accomplishment from my work" as an indicator of employee job satisfaction. Next, "In my current work, I have the opportunity to guide my colleagues" is (M=4.073, S.D.=0.949) in terms of job satisfaction. The mean (M) and standard deviation (S.D.) for "I am satisfied with the leadership style of the organisation's supervisor" are 4.031 and 0.822, respectively. As a measure of cumulative job satisfaction, " I am satisfied with the treatment I receive from my work (e.g., monthly salary, bonus, etc.)" stands at (M=3.990, S.D=0.984).

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job satisfaction measured as " I am satisfied with the employee benefits provided by the organisation (e.g., reading benefits, education, training, etc.)" is (M=3.958, S.D=0.946).   Finally, " I am satisfied with the way the organisation implements its policies " is (M=3.990, S.D=0.918).

The average score for "sense of accomplishment from work" in the table is 3.865, suggesting that employees are only moderately satisfied with their jobs. This is consistent with the idea of transformative leadership, which is tied to the theory of self-identity. Chang et al. (2021) argue that a leader's ability to inspire and motivate employees by connecting their job to a compelling goal increases staff morale and productivity.

The mean score of 4.073 suggests that the employees expressed a comparatively elevated level of satisfaction regarding the "opportunity to guide my colleagues". This finding coincides with the notion of autonomy and involvement in decision-making, which has been shown to positively impact job satisfaction. According to Al-Asadi et al. (2019), leaders who adopt a style of empowerment and actively engage employees in the decision-making process can foster a sense of influence and significance among employees within the organisation. This is akin to the concept that leaders influence the self-identities of their followers through the provision of advice and leadership opportunities.

On average, the employees demonstrate a level of satisfaction with the "leadership style of my organisation's supervisor", as shown by a mean score of 4.031. This finding concurs with previous studies investigating the influence of leadership on employees' levels of job satisfaction. According to Bektaş (2017), leadership styles that are viewed as supportive, fair, and effective have

a beneficial impact on job satisfaction. This is in tune with the principles of the transformational leadership theory, which asserts that leaders can inspire and motivate employees, hence cultivating higher levels of job satisfaction and commitment.

In addition, the employees expressed a modest level of satisfaction over the treatment they receive at their workplace, encompassing factors such as compensation and bonuses, among others, as shown by a mean score of 3.990. According to the Path-Goal Theory, leaders who effectively assure equitable rewards for employees' contributions have the potential to augment levels of job satisfaction. In the study conducted by Azizah et al. (2020), it was found that the provision of satisfactory treatment, encompassing salary and bonuses, can be perceived as a manifestation of leader support aimed at facilitating employees in attaining their work-related objectives.

Based on the data presented in the table, it can be observed that employees have reported a moderate level of satisfaction with the employee perks offered by the organisation, which encompass reading benefits, training opportunities, and other related aspects. This is indicated by the mean score of 3.958. This is in harmony with the supportive leadership component of the Path-Goal Theory, as leaders who enable employees to access benefits such as education and training can be perceived as eliminating barriers and furnishing essential resources for employees to attain their professional and personal growth objectives (Hwang et al., 2015).

Finally, the employees expressed a modest level of satisfaction regarding "how the organisation executes its policies," as shown by an average score of 3.990. According to Baroudi, Tamim, & Hojeij (2022), leaders who

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effectively enforce organisational regulations fairly and consistently can mitigate uncertainty and minimize obstacles faced by employees. In essence, the level of satisfaction derived from workplace benefits has the potential to exert an impact on an individual's overall job satisfaction.

Purwanto et al. (2021) found that satisfaction with coworkers, satisfaction with management, compensation, and a sense of success on the job all contribute significantly to overall job satisfaction, which is in line with the results of the present study. According to research by Wang et al. (2020), factors that contribute to job satisfaction include contentment with coworkers, satisfaction with management, remuneration and work achievements, and being recognised for one's efforts.

PLS ASSESSMENT

Model Specification

Theoretically supported by Richter et al. (2020), this software is a multivariate instrument used in research for data analysis. It allows researchers to investigate addictive and linear causal modes. This spatial analysis tool facilitates a visual examination of the correlations between relevant variables, which is useful for prioritisation purposes. Leadership style was the latent variable. Figure 1 presents the structural model.
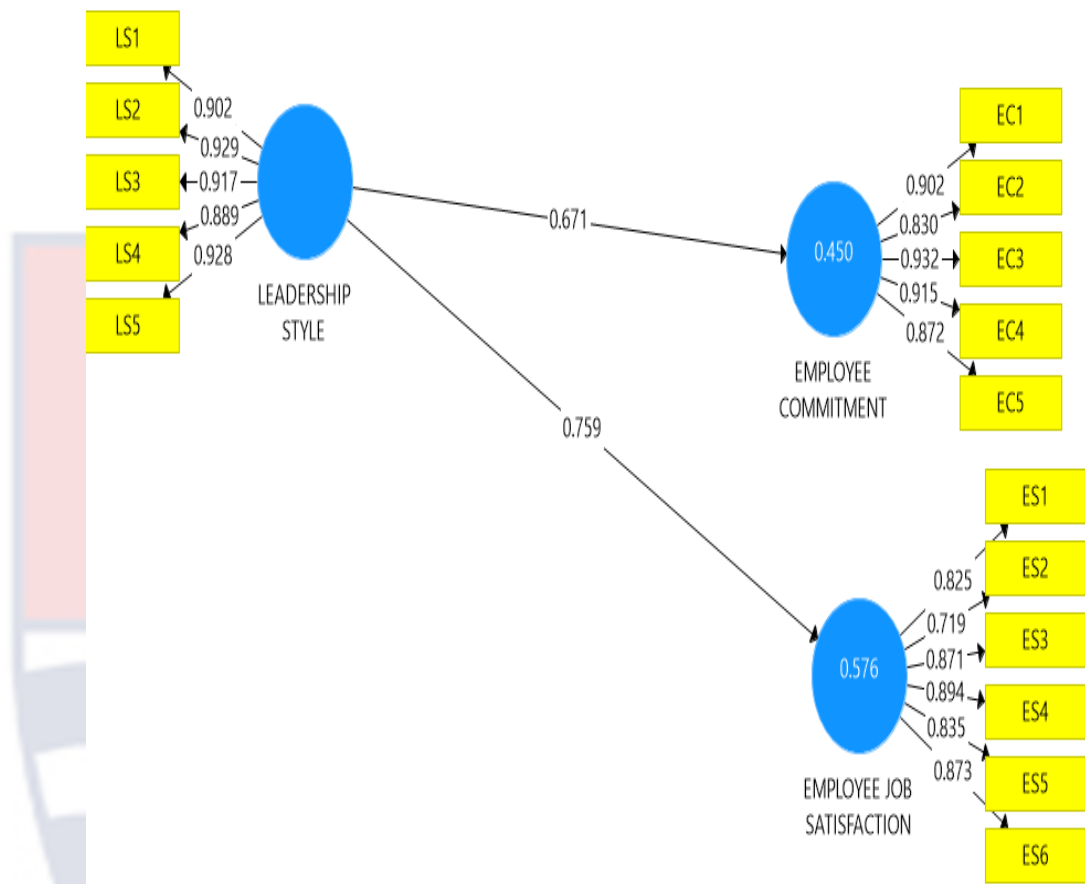
Figure 2: PLS Algorithm Model

Source: Field Survey (2023)

From the model, leadership styles was the exogenous latent variable whereas employee organisational commitment and employee job satisfaction are endogenous latent variables. Five indicators explaining the type of leadership, whether transformational or transactional leaderships were chosen to measure the type of leadership style used. All the indicators loaded strongly. All five indicators measuring employee organisational commitment loaded significantly. Again, six indicators were employed to measure employee job satisfaction and all the indicators loaded strongly. In a nutshell, all the indicators measuring every construct in the model loaded strongly and for reasons relevant no indicator was omitted from the model.

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Measurement Model of Constructs

The measurement model necessitates reliability and validity tests. The outer loadings, Cronbach Alpha, rho_A, Composite Reliability and Average Variance Extracted were all looked into.

Table 5: Construct Reliability and Validity

Latent Variable	Indicators	Loadings	Cronbach Alpha	rho_A	Composite Reliability	AVE
Leadership Styles	LS 1	0.902	0.950	0.952	0.962	0.834
	LS 2	0.929				
	LS 3	0.917				
	LS 4	0.889				
	LS 5	0.928				
Employee Commitment	EC 1	0.902	0.935	0.944	0.951	0.794
	EC 2	0.830				
	EC 3	0.932				
	EC 4	0.915				
	EC 5	0.872				
Employee Job Satisfaction	ES 1	0.825	0.914	0.920	0.934	0.702
	ES 2	0.719				
	ES 3	0.871				
	ES 4	0.894				
	ES 5	0.835				
	ES 6	0.873				

CA: Cronbach alpha; CR: Composite Reliability; AVE: Average variance extracted

Source: Field survey, (2023)

The indicator reliability indicates factor loadings greater than or equal to 0.7 in Table 5. The results indicate that all outer loading values are greater than 0.7 (Hair et al, 2014), showing that the indicator's reliability and internal consistency are achieved. The table further indicates that all factor loadings were statistically significant at a 0.05 significance level.

The constructs were reliable, as shown by the composite reliability and rho_A results. The values were larger than 0.70, the threshold for reliability of the concepts (Henseler, 2017). Hence, since the composite reliability is higher than 0.7, it can be recognised that there is internal consistency.

Table 5 additionally illustrates the validity of all constructs. Average Variance Extracted (AVE) values greater than 0.5 across all constructs are indicative of convergent validity (Hair et al., 2014). According to the research of Hair et al., (2014), an AVE of 0.5 or above is valid.

Hence there is evidence to suggest that constructs share more variance with their indicators than they do with other model constructs. That is to say, there is an actual convergence across the frameworks in describing a change in the individual indicators.

Table 6: Heterotrait-Monotrait (HTMT) Ratio of Constructs

Constructs	Employee Commitment	Employee Job Satisfaction	Leadership Style
Employee Commitment	0.891		
Employee Job Satisfaction	0.780	0.838	
Leadership Style	0.671	0.759	0.813

Source: Field Survey (2023)

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Table 6 reveals that the constructs are all valid when using the Heterotrait-Monotrait (HTMT) ratio as a measure of discriminant validity. Table 6 shows that discriminant validity was reached for all of the constructs because their HTMT values were all less than 0.9. A ratio of HTMT that is less than 0.9 is acceptable in a reflective model (Henseler et al., 2015; Ringle et al., 2015).

The results shown in Table 6 correspond with the theoretical framework that considers commitment and job satisfaction as interconnected yet conceptually separate entities. Scholars like Meyer & Allen (1991) have emphasized that although there exists a positive association between these variables, they encompass distinct dimensions of the employee's relationship with the organisation.

Once more, this finding provides further evidence to substantiate the idea that employee commitment and leadership styles are distinct conceptual entities. The influence of leadership styles on employee commitment is a distinct phenomenon, as these two constructs are not equal. This is to other leadership theories that differentiate between leadership behaviours and their influence on employee attitudes and behaviours.

This finding highlights the significance of leadership styles as a contributing factor among other variables that can impact job satisfaction. This finding corresponds with existing scholarly literature on leadership and its influence on various employee outcomes, such as job satisfaction.

Table 7: Testing for Multicollinearity

Variables	VIF
Employee Commitment	**1.000**
Employee Job Satisfaction	**1.000**

Source: Field Survey (2022)

Table 7 demonstrates that the variables are multicollinear. The research utilized the Variance Inflation Factor (VIF). For both Employee Commitment and Employee Job Satisfaction, the Variance Inflation Factor (VIF) was 1.000. The threshold for Variance Inflation Factor (VIF) should be lower than 5 by the regression assumption.

The Variance Inflation Factor (VIF) is below the threshold value of 5 required by the regression assumption for multicollinearity, hence the assumption is met. Once again, these values are well below the threshold of 10.00 just as (Hair et al., 2010) recommend. As a result, we can conclude that the predictors are not multicollinear.

The preservation of analytical integrity and the validity of conclusions are contingent upon the mitigation of high correlations among these variables. Therefore, the findings presented in Table 7 indicate that there is no presence of multicollinearity between the variables of Employee organisational Commitment and Employee Job Satisfaction. This is an important factor to consider while doing research based on regression analysis.

In conclusion, the various tests, the Cronbach alpha, composite reliability, Average Variance Extracted (AVE) and Heterotrait-Monotrait (HTMT) ratio satisfy the required limits of measurement. The findings revealed there is a presence is strong internal consistency and convergent and

discriminant validity of the measurement model. After establishing the reliability and validity of the constructs, the research offered grounds for initiating the remaining tests for the structural model.

Structural Model

The structural model calls for three tests in the PLS-SEM. These encompass the path coefficients, effect magnitude and coefficient of determination.

Table 8: Path Coefficients

Structural Path	Beta	t-statistics	P Values	Result
Leadership Style -> Employee Commitment	0.671	7.074	0.000	Significant
Leadership Style -> Employee Job Satisfaction	0.759	12.777	0.000	Significant

Source: Field Survey (2023)

Significant at 0.05 level

Objective 3: The Extent to which Leadership Styles Influence Employee Commitment of Electricity Company of Ghana (ECG), Cape Coast

The study's objective three assess the extent to which leadership styles influence employee organisational commitment at the Electricity Company of Ghana (ECG), Cape Coast. The outcomes from Table 8 of the path co-efficient display that there is a significant positive link between leadership style and employee commitment of the Electricity Company of Ghana in Cape Coast investigated with a t- t-statistic value of 7.074 and a P value of 0.000. This implies that the t-stat was higher than 1.96 and the p-value<0.05 as advised by Hair et al., (2014). Also ($\beta = 0.671$), signifies that a unit increase in leadership

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style by 67.1% will lead to a unit rise in employee commitment by the same margin (67.1%).

  This result points to a positive association between leadership style and employee organisational commitment. This assertion is in line with a multitude of research findings and theoretical frameworks about leadership within the organisational milieu. One illustration of this is the view of transformational leadership, which was put forth by (Bass & Avolio, 1994). This theory underscores the idea that leaders who exemplify transformative behaviours, such as inspiring and intellectually stimulating their subordinates, are likely to build up employee commitment.

  This outcome concurs with the views of Pudjiono & Sihombing (2022) who performed research to investigate the effect of leadership on employee commitment, and their findings were that when leaders find themselves deeply involved in executing organisational strategy, employees are more committed to the overall organisation. Employees will be enthusiastic to fulfil their responsibilities and are unlikely to wish to quit. Additionally, leadership has a direct and meaningful effect on employee commitment to the organisation, the study disclosed.

  The more effective the management, the more committed the employees are going to be to the organisation and its entirety, which will cumulatively contribute to an elevated level of professional conduct in the workplace as a whole. From the standpoint of the employee, an increased degree of employee commitment will be advantageous to the individual's career, and from the vantage point of the organisation, it will be profitable to

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the organisation of the solidity that is invested by employees who commit themselves to the organisation.

Al-Yami et al. (2017) investigated the effect of leadership styles on employee commitment in Saudi Arabia's rapidly expanding healthcare industry. They observed that transformational leaders help foster a good shift in the nursing profession and usher in embracing change. Moreover, they identified that the transformational leadership style was possibly the most appropriate mechanism employed to promote employee commitment to the overall goal of the organisation. Both transformational and transactional leadership styles methods were regarded to be increasingly effective by these nurse supervisors and nursing workers as they got older. Because of this, the study advocated adopting a thorough version of the Leadership model to support these nurses in managerial or leadership jobs.

Rao & Zaidi (2020) researched the impact of various leadership styles on employee commitment in Small and Medium-sized Enterprises (SMEs). Their research presented the significance of an effective leadership style in facilitating the growth of Small and Medium-sized Enterprises (SMEs). Leadership style applied in the organisation was identified to be prevalent in Small and Medium-sized Enterprises (SMEs), and these styles had an immediate bearing on employee commitment.

Objective 4: The extent to which leadership styles influence employee job satisfaction at the Electricity Company of Ghana (ECG) in Cape Coast

The fourth objective of the study was to investigate the relationship between leadership styles and employee job satisfaction at the Electricity Company of Ghana (ECG), Cape Coast. In Table 8, it is seen that there is a

positive correlation involving leadership style and job satisfaction at the Electricity Company of Ghana in Cape Coast, where the study was conducted with t-statistic = 12.777 and P = 0.000. As described by Hair et al., (2014), a t-stat of more than 1.96 and a p-value below 0.05 show statistical significance. Additionally (β = 0.759), this suggests that a 75.9% increase in leadership style will also result in a 75.9% rise in employee job satisfaction per unit.

The results indicate a strong correlation between leadership style and employee job satisfaction. The statement aligns with other leadership theories, such as transformational and transactional leadership. According to Burns (2003), leaders who show supportive, empowering, and effective leadership behaviours have a positive impact on job satisfaction, resulting in higher levels of satisfaction among employees.

This result is consistent with the conclusions drawn by Mufti et al. (2020), who reported that employees who are given more autonomy at work are more satisfied with their jobs. According to their findings, workers report greater job satisfaction when their supervisors use transformational leadership techniques. Owing to the findings, workers put forth greater effort when they feel their efforts will have an impact on the organisation's success. Not only that, but the results also show that there is a positive and statistically significant link between transactional leadership and employee job satisfaction. Leaders might require a transition from transactional to transformational styles depending on the situation at hand, according to research by Mufti et al. (2020).

Rahmat et al. (2019) set out to do a similar thing by investigating the relationship between leadership style and job satisfaction in the workplace. To establish numerical justifications for the observed correlations, a causal field

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study was done.   There was a statistically significant correlation between leaders' styles and employees' satisfaction at the workplace.

Al-maaitah et al. (2021) researched how various styles of leadership in government agencies affected employees' satisfaction. Findings showed that when leaders adopt a transformative approach, employee satisfaction increases. As a result, it was suggested that managers acquire the ability to determine which leadership style is most appropriate under every given set of conditions and set of interpersonal dynamics. Their research confirmed the importance of teaching managers how to recognise and use leadership techniques that enhance morale and output.

Table 9: Effect Size (f2)

Variables	
Leadership Style -> Employee Commitment	0.671
Leadership Style -> Employee Job Satisfaction	0.759

Source: Field Survey (2023)

Following Cohen's recommendations, effect sizes of f2 $\geq$ 0.02, f2 $\geq$ 0.15, and f2 $\geq$ 0.35 are considered small, medium, and large, respectively. Table 9 illustrates that there is a significant relationship between Leadership Style and Employee Commitment. The f2 value for Leadership Style is 0.671.

The obtained modest effect size indicates that there exists a significant relationship between Leadership Style and Employee Organisational Commitment. This finding fits in with existing research on leadership and organisational commitment, specifically about transformational leadership theory. According to Bass & Avolio (1994), leaders who possess the ability to inspire and motivate their people in a transformational manner are likely to

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exert a significant beneficial influence on employee commitment. The f2 value serves to enhance the practical importance of this relationship.

Furthermore, Leadership Style has a substantial impact on Employee Job Satisfaction as measured by its f2 value of 0.759. The findings indicate that there is a significant relationship between Leadership Style and Employee Job Satisfaction, as seen by the moderate effect size. This finding coincides with other leadership theories, such as transformational and transactional leadership, which underscores the significance of leadership behaviour in shaping employee attitudes and levels of satisfaction. The implementation of effective leadership strategies has the potential to significantly enhance job satisfaction.

In conclusion, these findings underscore the pragmatic importance of leadership in influencing employee attitudes and outcomes within organisational contexts. They support the proposition that leadership plays a pivotal role in cultivating a favourable work environment, strengthening employee commitment, and augmenting job satisfaction. Therefore, the leadership style used at ECG has a significant impact on both the commitment of employees and their level of satisfaction with their jobs.

Table 10: Coefficient of Determination (R2)

	R Square
Employee Commitment	0.450
Employee Job Satisfaction	0.576

Source: Field Survey (2023)

R2 = 0.450 indicates that the independent variable (Leadership Style) accounts for 45% of the variation in the dependent variable (Employee

Commitment). Employee Commitment is thus 45% explained by the selected independent variable (Leadership Style) within the model. Again, the percentage of variation in the dependent variable (Employee Job Satisfaction) explained by the independent variable (Leadership Style) is 57.6% (R^2 = 0.576). This indicates that the chosen independent variable (Leadership Style) in the model accounts for 57.6% of Employee Job Satisfaction. This is given that Hair et al., (2014) deem an R^2 of 0.75 to be substantial, 0.50 to be moderate, and 0.25 to be weak. According to the results of the study, the model is well-suited and appropriate for the analysis.

Chapter Summary

This chapter provides a thorough examination and discourse on the data obtained from structured questionnaires in the research. The research employed a sample size of one hundred and eight (108) participants, from which one hundred and five (105) completed questionnaires were collected and utilized for the analysis. Additionally, a comprehensive analysis of the gathered data was provided, which yielded valuable insights into the demographic profiles of the respondents included in the study and the statistical methodologies employed for data analysis.

Furthermore, the use of Partial Least Squares (PLS) analysis within the Structural Equation Modeling (SEM) framework was introduced, establishing the foundation for the examination of findings and their implications in comprehending job satisfaction, organisational commitment, and leadership styles among employees of the ECG in Cape Coast.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The study aimed to assess the influence of leadership styles on employee organisational commitment and job satisfaction within the Electricity Company of Ghana (ECG), Cape Coast. This chapter provides a comprehensive overview of the important results, conclusions, and suggestions about the set objectives. The study ultimately provided recommendations for future research, taking into account the data that were gathered.

Summary of the Study

This study established the foundation for a thorough investigation of the influence of leadership styles on organisational commitment and employee job satisfaction. The research proceeded to elucidate the problem at hand, emphasizing the imperative to examine the relationship between leadership styles, organisational commitment, and employee job satisfaction.

In chapter one (1), the following specific objectives guided the analytical approach to the primary data collected:

1. To ascertain the determinants of commitment among the employees of Electricity Company of Ghana (ECG) in Cape Coast.

2. To assess the level of job satisfaction among the employees of Electricity Company of Ghana (ECG) in Cape Coast.

3. To examine the extent to which leadership styles influence employee commitment of Electricity Company of Ghana (ECG) in Cape Coast.

4. To assess the extent to which leadership styles influence employee job satisfaction of Electricity Company of Ghana (ECG) in Cape Coast.

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The research objectives were clearly outlined, articulating the main purpose of the study and a set of research questions formulated to direct the investigation, assuring a methodical and organized approach to achieving the study's objectives. Additionally, it provided clarity regarding the extent and limitations of the research, thereby guaranteeing a concentrated investigation.

In chapter two (2), a review was conducted on various fundamental concepts within the disciplines of leadership, organisational commitment, and employee job satisfaction. The review additionally encompassed a synthesis of extant empirical investigations to underscore the empirical substantiation of these variables, while also delineating the relationship between the independent and dependent variables within the conceptual framework.

Chapter three (3) discussed the research utilizing a positivist paradigm, employing a quantitative technique and a descriptive research design. The study introduced the study unit, which consisted of employees from the Electricity Company of Ghana, Cape Coast. The purpose of this introduction was to provide a clear understanding of the specific focus and scope of the study. The study consisted of a population of one hundred and fifty (150) employees, with a sample size of one hundred and eight (108) respondents determined using the Bartlett, Kotrlik, & Higgins (2001) sample size determination table. A total of one hundred and five (105) questionnaires were retrieved.

The subsequent chapter of the research, chapter four (4), proceeded to provide a thorough examination and discourse on the data that was gathered. To address objectives one and two, descriptive statistical measures such as the mean, standard deviation, minimum value, and maximum value were applied.

The inclusion of Partial Least Squares (PLS) analysis within the framework of the Statistical Equation Model (SEM) was implemented to specifically target objectives three and four.

The present study has significantly established a robust groundwork for the concluding section, enabling the formulation of conclusive remarks and essential recommendations.

Summary of Key Findings

The findings regarding the specific objectives are summarized as follows. The findings of objective one revealed significant insights indicating that, on average, the employees demonstrate positive perceptions regarding various factors, including career opportunities, willingness to assume responsibilities, long-term commitment to the organisation, motivation derived from both tangible and intangible rewards, and a sense of enhanced value within the organisational context.

The results indicated that eighty one point six percent (81.6%) of employees were pleased with fair prospects for promotions and career progress (mean: 4.042). Additionally, the mean of 4.031 for willingness to take on any job duty indicated that eighty point six percent (80.6%) of employees were highly willing. Employees' moderate commitment to continuing their employment at the organisation is indicated by their mean score of 3.979, representing seventy nine point six percent (79.6%), which reflects their moderate interest in spending their working lives there. Furthermore, employees are highly motivated and stay when they receive tangible and intangible rewards, with a mean score of 4.000, that is, eighty percent (80.0%). Seventy eight point eight percent (78.8%) of employees feel more a part of the

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organisation if they are treated as valuable contributors, according to the mean score of 3.938 for feeling of increased value in the workplace.

The second objective of the study found that employees, on average, expressed moderate levels of satisfaction regarding various important aspects. These aspects include their sense of accomplishment in their roles, the opportunity to offer guidance to their colleagues, the leadership style of their supervisors, and their overall treatment within the workplace.

"Sense of Accomplishment from Work" had seventy seven point three percent (77.3%), suggesting that promoting a sense of success and coordinating work with inspiring goals can increase overall job satisfaction. The highest level of satisfaction, which was eighty one point five percent (81.5%) was found in "Opportunity to Guide Colleagues", indicating that giving employees the chance to mentor their peers increases autonomy and raises job satisfaction. Additionally, fostering transactional and/or transformational leadership styles can result in better levels of job satisfaction, as evidenced by the eighty point six percent (80.6%) satisfaction rate with leadership style.

Likewise, the seventy nine point eight percent (79.8%) satisfaction rate with treatment at work indicates that keeping a happy workforce requires providing fair and adequate treatment, including compensation. Also, the fact that seventy nine point two percent (79.2%) of employees are satisfied with their benefits suggests that training opportunities and employee benefits investments help to create a positive work environment. Ultimately, the seventy nine point eight percent (79.8%) satisfaction rate with organisational policies suggests that minimizing ambiguity and barriers through the effective

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implementation and enforcement of organisational policies fosters job satisfaction.

Furthermore, objective three of the study revealed a statistically significant positive correlation between leadership style and employee commitment as sixty seven point one percent (67.1%) rise in leadership style is associated with a comparable sixty seven point one percent (67.1%) increase in employees commitment, according to the findings of the Beta coefficient of 0.671.

Therefore, the results highlight the influence of transformative behaviour on increasing employee commitment, which is consistent with theories of transformational leadership. Employee commitment can be increased by ECG through the promotion of effective leadership styles that emphasize transformational behaviour, as the study once again demonstrated the favourable impact that committed employees have on professional conduct and organisational success.

The fourth and last objective of the study showed a significant positive relationship between leadership style and job satisfaction, which was substantiated by the statistical outcomes. A seventy five point nine percent (75.9%) rise in leadership style is thought to correlate with a seventy five point nine percent (75.9%) increase in employee job satisfaction per unit, according to the β coefficient of 0.759.

Consequently, the results highlighted how crucial it is for managers and other leaders to identify and modify their transactional and/or transformational leadership styles in light of changing circumstances and the dynamics of interpersonal relationships. Approaches or methods that boost productivity and

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morale are essential to reaching high levels of employee satisfaction. Effective leadership requires not only appreciating autonomy but also knowing when to use transactional or transformational leadership styles.

Conclusion

The purpose of the study was to look into how leadership styles at the Electricity Company of Ghana, Cape Coast, affected organisational commitment and employee job satisfaction. Thus, four distinct objectives were established to aid in the issue's investigation. To a great extent, these objectives have been met. With respect to objective one (1), the study found that most employees at the Electricity Company of Ghana (ECG) typically possess an optimistic view of the factors determining their commitment to the organisation, stipulating that most employees are satisfied with the organisational commitment in fostering their growth as professionals.

Regardless of whether they are emotionally invested or not, employees value the "costs" or tangible benefits of sticking with the organisation. The first objective posits that a blend of these factors has a role in fostering a healthy work environment and employee commitment at ECG. By integrating normative, affective, and continuance commitment components, this objective sheds light on the multifaceted relationship between the commitment determinants.

Regarding objective two (2), the research findings indicated that the job satisfaction level of ECG employees is moderate. It highlighted how important it is for leaders to inspire and encourage their followers. It also came to the conclusion that receiving satisfactory treatment is seen as an indication of a leader's support for employees in achieving goals connected to their jobs. This

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objective demonstrated the significance of leadership, organisational policies, and employee perks in addition to the idea that receiving recognition for one's efforts is a critical component in determining job satisfaction. In order to raise overall job satisfaction among ECG employees, it highlights areas of strength and possible areas for improvement.

Concerning objective three (3), the research concluded that there is a strong and positive correlation between employee commitment and leadership styles at ECG. This association has produced important insights. The correlation between a leader's style and organisational commitment is positive, suggesting that leaders who demonstrate transformative behaviors, like enthusiasm and intellectual stimulation—have a significant role in cultivating higher levels of employee commitment. The objective confirms that employee commitment is significantly influenced by leadership styles, which is consistent with the larger body of research on the impact of leadership in organisational settings. The positive association that was found emphasizes how crucial it is to have strong leadership skills to increase organisational commitment, which benefits not just individual career progress but also the organisation's general stability and profitability.

With regards to objective four (4),the study concluded that there is a strong positive association between leadership styles and employee job satisfaction. The study underscores that employees who experience more autonomy at work tend to report higher job satisfaction. The research further established that the use of transformational leadership techniques by leaders or superiors is associated with greater job satisfaction among workers. Notably, the positive and statistically significant link between transactional leadership

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and employee job satisfaction implies that these leaders may need to adapt their styles based on situational demands.

Recommendations

The study's conclusions led to the formulation of the following recommendations, which are intended to improve employee commitment, satisfaction, and overall organisational success. To keep employee motivation strong, it is recommended that ECG management continue to offer equitable opportunities for professional advancement and promotions, as well as to highlight and promote long-term career options inside the organisation. Once more, it is recommended that management make sure employees feel appreciated for their contributions by acknowledging them, as this has a favourable effect on their commitment to the organisation.

It is additionally recommended that they train and develop leaders and superiors to use transformational and transactional leadership styles that are effective, and that they see the value of adapting their approaches to changing situations and interpersonal dynamics. Finally, it is recommended that they put in place continuous employee feedback systems to handle changing issues and consistently improve commitment and job satisfaction.

Suggestion for Further Research

It is suggested that further research be undertaken to examine and evaluate different leadership styles such as participative, servant, authoritative and delegative leaderships, assessing their respective effects on employee organisational commitment and job satisfaction within diverse industries. This analysis can yield valuable data regarding the relative effectiveness of certain leadership styles within distinct sectors. To further clarify the unique ways in

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which public and private sector leadership styles affect employee commitment and satisfaction, cross-sectoral comparisons are suggested. Finally, it is worth investigating the potential advantages that public sector organisations may derive from embracing leadership styles that are prevalent in the private sector.

Again, it is suggested to conduct research projects that investigate the impact of various leadership styles on commitment and satisfaction across different levels of an organisation, (eg. frontline leaders, middle managers, and top executives) and compare the effects of leadership styles across these different levels within the organisational hierarchy. This is because it will help gain a more thorough understanding of how leadership impacts commitment and satisfaction. After all, organisational levels have diverse tasks and responsibilities, and as a result, these leadership styles can affect employees differently. Understanding which types of leadership are most successful at different levels within an organisation is of great value.

In conclusion, it is suggested that leadership is a multifaceted and contingent concept. Tailoring leadership styles to industry demands, and recognizing their variable effects at different organisational levels are essential considerations for organisations seeking to increase employee commitment and job satisfaction. Further research in these domains has the potential to offer useful insights for the enhancement of leadership development and the optimization of organisational effectiveness.

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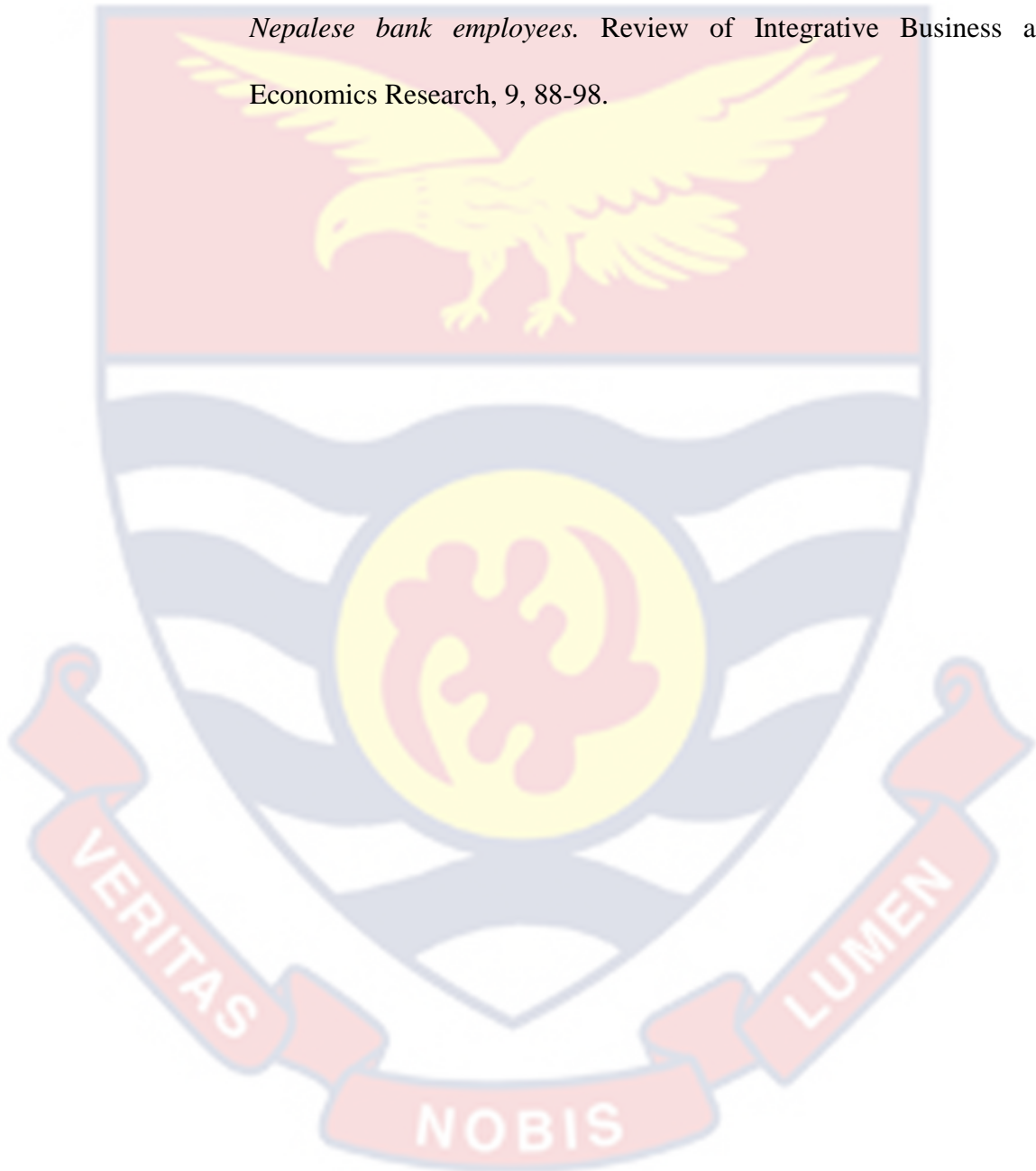
APPENDIX A: QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

SURVEY INSTRUMENT ON THE TOPIC INFLUENCE OF

LEADERSHIP STYLES ON ORGANISATIONAL COMMITMENT

AND JOB SATISFACTION

Dear Respondent,

I would like to invite you to participate in a study on the topic, Influence of Leadership Styles on Organisational Commitment and Job Satisfaction: Evidence from the Employees of Electricity Company of Ghana Limited (ECG), which will add to the knowledge related to leadership management and enhance employees' commitment and work satisfaction. My name is Jerelynn Nanna Botwe. The data collected will help fulfil the requirements of a Master of Business Administration in Human Resource Management at the University of Cape Coast. Your participation in this study and your responses will be kept confidential. Any reference to you will be by a pseudonym. This document and any notes that might personally identify you as a participant in this study will be kept in a safe place.

RESEARCH QUESTIONNAIRE

This questionnaire is intended to collect information for a research project as part of the Master of Business Administration – Human Resource Management degree requirements at the University of Cape Coast. Your participation is

appreciated and your responses will be kept confidential and used solely for academic purposes.

Please tick [✓] the appropriate response.

SECTION A

Respondents Profile

1. What is your gender?

   [ ] Male

   [ ] Female

2. What is your age?

   [ ] 18 – 25 years

   [ ] 26 – 35 years

   [ ] 36 – 45 years

   [ ] Above 45 years

3. What is your highest educational qualification?

   [ ] High school diploma

   [ ] Bachelor's degree

   [ ] Master's degree

4. How long have you been in this organisation?

   [ ] Less than 3 years

   [ ] 3 - 5 years

   [ ] 6-10 years

   [ ] More than 11 years

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SECTION B: **Leadership Styles**

This section describes leadership style. Five (5) descriptive statements are listed below. Please [✓] tick from 1 to 5 the extent to which leadership style is adopted by your supervisor/manager.

(SD)Strongly Disagree, (D)Disagree, (U)Unbiased, (A) Agree, (SA) Strongly Agree

	Leadership Styles	SD	D	U	A	SA
1.	My organisation's managers propose exchange conditions or substantive rewards and hope that employees will work hard to achieve the goals					
2.	My organisation's managers allow employees to develop new skills to adapt to changes in the environment					
3.	M organisation's managers always establish a close relationship with employees					
4.	My organisation's managers always share their views and ideas of things and encourage employees to share actively.					
5.	My organisation's managers inspire employees to learn from each other and share successful experiences					

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SECTION C

Determinants of Organisational Commitment

An employee's resolve to remain stable within the organisation is determined by his or her commitment to the organisation. This section contains inquiries about your commitment to your organisation. Please tick [✓] from 1 to 5 the extent to which you attach your commitment to your organisation.

(SD)Strongly Disagree, (D)Disagree, (U)Unbiased, (A)Agree, (SA) Strongly Agree

	Commitment	SD	D	U	A	SA
1.	My organisation gives fair opportunities for promotions and career growth					
2.	I would take any kind of job responsibility to keep working for this organisation					
3.	I would be delighted to spend the rest of my working life at this organisation.					
4.	My organisation provides me with various tangible and intangible benefits, which motivates me to stay loyal to the organisation.					
5.	I feel that my value is greater in this organisation which makes me feel committed					

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SECTION D

Level of Employee Job Satisfaction

Satisfaction is a positive feeling about a job resulting from an evaluation of its characteristics, expectations, or demands. This section contains inquiries regarding your job satisfaction at your organisation. Please tick [✓] from 1 to 5 the extent of the level of your job/work satisfaction.

(SD)Strongly Disagree, (D)Disagree, (U)Unbiased, (A)Agree, (SA) Strongly Agree

	Job Satisfaction	SD	D	U	A	SA
1.	I get a sense of accomplishment from my work					
2.	In my current work, I have the opportunity to guide my colleagues					
3.	I am satisfied with the leadership style of the organisation's supervisor					
4.	I am satisfied with the treatment I receive from my work (e.g., monthly salary, bonus, etc.)					
5.	I am satisfied with the employee benefits provided by the organisation (e.g., reading benefits, education, training, etc.)					
6.	I am satisfied with the way the organisation implements its policies					

Thank you for your participation.

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APPENDIX B: BARTLETT, KOTRLIK AND HIGGINS SAMPLE

SIZE TABLE

Population Size	Confidence = 95% Margin of Error				Confidence = 99% Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1000	278	440	606	906	399	575	727	943